The Municipal Year Book

1975

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The authoritative
source book of
urban data and
developments

International
City
Management
Association

The Municipal Year Book

1975

Washington DC

International
City
Management
Association

For over sixty years the International City Management Association has been the professional organization for chief appointed management executives in cities, counties, towns, and other local governments. Its primary goals include strengthening the quality of urban government through professional management and developing and disseminating new concepts and approaches to management through a wide range of information services, training programs, and publications.

As an educational and professional association, ICMA is interested in the dissemination and application of knowledge for better urban management. To further these ends, the Association utilizes a comprehensive research, data collection, and information dissemination program to facilitate reference and research by local government officials, university professors and students, researchers, and others concerned with urban affairs.

International City Management Association
Comprehensive Research, Data Collection, and
Information Dissemination Program

The Municipal Year Book

Urban Data Service

- Monthly statistical reports
- Survey data resources

Management Information Service

- Monthly management reports
- Inquiry service

Contract Research

- Target — a monthly law enforcement bulletin
- Special research programs

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The Municipal Year Book, which provides local officials with information on questions and issues associated with urban management, represents an important part of the International City Management Association's (ICMA) extensive research program. Each year, questionnaires examining a variety of topics are mailed to local officials. The data derived from these survey instruments constitute the primary information source for the Year Book. Articles which analyze these data and nonsurvey articles primarily dealing with trends and developments affecting local and state governments were prepared by authors from local, state, and federal government agencies, universities, public interest groups, and ICMA staff.

We would like to express our appreciation to the thousands of city managers, city clerks, finance officers, personnel directors, police chiefs, fire chiefs, and other municipal officials who patiently and conscientiously responded to ICMA questionnaires. It is only because of their often time-consuming efforts that we are able to provide the individual and aggregate information presented in this volume.

The 1975 Municipal Year Book again involves the participation of the Canadian Federation of Mayors and Municipalities (CFMM). Guy Levesque, Executive Director of the CFMM, was responsible for the preparation of this year's data and articles on Canadian municipalities.

The staff of the International City Management Association's Urban Data Service (UDS) Center planned and developed *The 1975 Municipal Year Book;* wrote articles; and coordinated the contributions of authors, researchers, state correspondents, and other contributors.

Stanley M. Wolfson, Director of the Urban Data Service Center, guided and coordinated the planning, the development and preparation, the computer processes, and the final editing and publication of this edition. The Year Book planning process included: William E. Besuden, Assistant Director of ICMA, Barbara H. Grouby, Research Associate, Urban Data Service Center, and David S. Arnold, Director, Publications Center. The Year Book was developed and prepared by: Barbara H. Grouby, Research Associate and Year Book Content Editor and Coordinator; Carol Pigeon, Research Associate, who coordinates data collection, maintains the UDS survey master file, and designs and executes surveys; Emily Evershed, Technical Editor for Year Book manuscript; Laurie S. Frankel, Research Associate and Content Editor and Coordinator of the UDS Reports, who designs and executes surveys; Mary A. Schellinger, Research Assistant, who assists in the design and execution of survey questionnaires; and Martha B. (Ann) Demeter, Secretary. David S. Arnold, Director, Publications Center, continued to give his invaluable attention and advice to the Year Book. Betty Lawton, Production Manager, supervised production and layout. Rosemary Weise, Associate Director, Management Information Service, and ICMA Librarian prepared the Sources of Information. Martha Straley prepared the five-year Cumulative Index and the Index to this edition.

Washington, D.C.
January 1975

Mark E. Keane
Executive Director
International City
Management Association

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*Table listing individual municipalities.

Most of the tabular data for the 1975 *Municipal Year Book* were obtained from public officials through questionnaires developed and administered by the International City Management Association. The publication of these data in this volume is an essential part of the ICMA program for dissemination of current urban information to public officials. ICMA's Urban Data Service (UDS) Center issues monthly data reports that summarize and analyze data on subjects of interest to local government officials. All UDS report titles are listed in the back section of this Year Book, following the Sources of Information. UDS maintains a computer-based municipal information file containing all data collected through ICMA surveys.

Every city of 2,500 and over in population and all council-manager places under 2,500 population were surveyed by questionnaire for this Year Book. However, not every city was surveyed for all municipal functions and activities included in various sections. Each questionnaire is reviewed by municipal authorities and pretested before drafting in final form. All governments surveyed for each section receive a separate questionnaire; if they do not respond to the first mailing, a second request for information is sent. Third requests are distributed as necessary.

All survey questionnaires are edited by the ICMA staff to eliminate respondent errors and to assure that questionnaire responses are accurately tabulated for computer key punching. The Year Book author then determines the form of analysis and the tables he requires from the computer as the basis for his article.

Summary data preceding the individual city data are not necessarily based on the same number of cities that appear in the individual city tables. The summary articles indicate trends and should be read when using the tables.

POPULATION, SELECTION, AND ORGANIZATION OF DATA AND CITIES

The 1960 Census of Population was used for the 1961 through 1965 Year Books for grouping cities into population groups for tabular presentation. For the 1966 through 1971 Year Books, the population groupings were changed for cities over 5,000 population on the basis of population estimates furnished by Rand McNally and Company. For the 1972, 1973, 1974, and 1975 *Municipal Year Books,* the 1970 Census of Population has been used for grouping cities into population groups for all tabular presentation (except police and fire expenditures and public safety employment in cities over 10,000 in 1972).

It is possible to show information for 5,930 cities and other urban places over 2,500 population and 316 council-manager and general management places under 2,500 population. While the selection of cities over 2,500 population largely corresponds to the criteria established by the Bureau of the Census, there are some variations. Selection of council-manager and general management places under 2,500 population is based on recognition by the International City Management Association.

Professional Municipal Management. Professional municipal management in the United States and Canada has its roots in the council-manager plan, as does the International City Management Association. The first appointment of a position similar to a city manager was in Staunton, Virginia, in 1908, where a "general manager" was employed to oversee the administrative functions of the municipality. The first adoption of the council-manager plan in the United States is usually considered to have been in Sumter, South Carolina, in 1912, and in Canada during the next year at Westmount, Québec. Dayton, Ohio, in 1914, was the first community of substantial size to adopt the council-manager plan, and in 1930 Durham County, North Carolina, became the first county to institute professional management.

In 1914, when only 32 local governments in the U.S. and Canada had adopted the plan, the City Managers' Association held its first meeting in Springfield, Ohio, at the invitation of O. E. Carr of Cadillac, Michigan, and H. M. Hardin of Amarillo, Texas. Eight managers were in attendance. The meeting had been suggested by Hardin because of his recent appointment as manager and because "he knew nothing of municipal affairs and had no experience in city government." He knew far more than his statement suggests, but from the beginning of the council-manager movement ICMA has performed an essential role for the professional management executive. As the number of local governments with the council-manager plan grew, so did the membership.

The council-manager plan grew steadily from 1914, slowed only as a result of the difficulties of war and depression. By 1918 there were 100 council-manager municipalities. In 1930 the total increased to 400; since 1945 the rate of increase has averaged 65 places annually so that by August 1, 1974, ICMA had verified the existence of the plan in 2,674 places in the United States and in 134 places in Canada.

During the sixties the profile of local government had begun to show significant changes. Not only were there new problems but variations in organization and structure became evident. Many cities, towns, and counties began providing for an appointed official responsible for overall administrative affairs without adopting the council-manager plan as it was originally conceived. Similarly, the development of councils of governments and regional councils brought new and innovative structures to local government. It became obvious to ICMA that, in many cases, professional management positions were being developed which did not significantly vary from the role of the traditional city and county manager positions provided for in the council-manager plan.

Therefore, in July 1969, the International City Managers' Association changed its name to the International City Management Association and provided for full professional recognition of these positions. To distinguish these municipalities from those recognized as council-manager municipalities, they were designated "general management municipalities." Criteria were established for recognition, and the incumbents in these positions were made eligible for Corporate (voting) Membership in ICMA.

Between June 1969 and August 1, 1974, ICMA had recognized 320 "municipalities" under the general management criteria. Included in this total are 209 municipalities. 61 counties, and 50 councils of governments (including Canada).

Table 1 RECOGNIZED MUNICIPALITIES BY ICMA REGION[1]

	Council-Manager (CM)			General Management (GM)				
Region	Cities, towns, etc.	Counties	Total CM	Cities, towns, etc.	Counties	COGs	Total GM	Total CM & GM
Northeast	549	3	552	66	3	4	73	625
Southeast	462	39	501	15	31	8	54	555
Midwest	444	0	441	57	5	5	67	508
Mountain-Plains	457	6	463	32	1	22	55	518
West Coast	397	7	404	34	21	9	64	468
U.S. total	2,306	55	2,361	204	61	48	313	2,674
Canada	125	2	127	5	0	2	7	134
Total	2,431	57	2,488	209	61	50	320	2,808

[1] Data in this table compiled as of August 1, 1974.

Recognized Municipalities. All management executives are selected by municipalities on the basis of relevant education and experience. While professional management is defined by a common set of functions, the Association has not sought to control entrance into the profession by completion of a specified education program. The primary emphasis for entrance has been on demonstrated competence in a position with significant management responsibility and authority.

The procedure for this definition of professional positions is the establishment of a set of criteria describing the characteristics of overall professional management. The present criteria include a statement for recognition of a position in the council-manager form of government and for a position of general management which applies to a wide variety of governmental forms and to councils of governments.

Table 1 indicates the number of municipalities recognized by ICMA regions. Further information on these places, including legal basis, title of position, and form and year of recognition, is presented in the annual ICMA publication *The Municipal Management Directory*.

Organizational Goals. The changes in ICMA in 1969 culminated an extensive membership self-study of goals and objectives for the Association. These goals, the framework for ICMA services, are as follows:

1. *To strengthen the quality of urban government through professional management.* Solution of the problems of urban government requires the skill of nearly every type of discipline in our society. Their efforts require unity and coordination if the challenge is to be met in response to the people's needs. This task is the role of a professional public management which is sensitive to the political environment and its responsibility to the total function of government.
2. *To be the professional and educational association of appointed urban managers.* A forum for discussion and centralization of professional services and interests is an essential element in society's response to the urban crisis. Such a forum must be comprehensive of all professionals, regardless of the legal variations in their appointments, and services must be relevant to the needs established by that forum.
3. *To strengthen the competence of appointed urban managers and to ensure qualified talent to meet urban government needs.* Any profession is accepted on the record of its competence. Expansion of a profession's knowledge base, skills, and abilities is a continual necessity, particularly in a fast-changing technological world. The trust placed upon professionals assumes its systematic efforts to raise its own standards and to appropriately recruit and train personnel for the future.
4. *To contribute to the understanding and resolution of urban government issues.* Not all urban government issues are the proper concern of the professional management executive. The Association should not become a self-serving political interest group. It is necessary that the profession speak out on those issues within its own special concern and competence and that it do so in a constructive and objective manner. This is particularly relevant to problems common to all urban areas, whether discussed at local, state, regional, or national levels.

Table 2 NUMBER OF GOVERNMENTS IN THE U.S.

Type of government	1972	1967	1962
Total	79,269	81,299	91,237
U.S. government	1	1	1
State governments	50	50	50
Local governments	78,218	81,248	91,186
Counties	3,044	3,049	3,043
Municipalities	18,517	18,048	18,000
Townships	18,991	17,105	17,142
School districts	15,781	21,782	34,678
Special districts	23,885	21,264	18,323

5. *To provide information and analysis of data, management ideas, and methods for urban government management and to stimulate and participate in the development and translation of new concepts for urban government management.* The hard, practical details of urban government and the constant

Table 3 CUMULATIVE DISTRIBUTION OF U.S. MUNICIPALITIES

Classification	All cities	Cities over 2,500	Cities over 5,000	Cities over 10,000	Cities over 25,000	Cities over 50,000	Cities over 100,000	Cities over 250,000	Cities over 500,000	Cities over 1,000,000
Total, all cities	6,246	5,930	3,840	2,290	930	410	154	56	26	6
Population group										
Over 1,000,000	6	6	6	6	6	6	6	6	6	6
500,000-1,000,000	20	20	20	20	20	20	20	20	20	
250,000- 499,999	30	30	30	30	30	30	30	30		
100,000- 249,999	98	98	98	98	98	98	98			
50,000- 99,999	256	256	256	256	256	256				
25,000- 49,999	520	520	520	520	520					
10,000- 24,999	1,360	1,360	1,360	1,360						
5,000- 9,999	1,550	1,550	1,550							
2,500- 4,999	2,090	2,090								
Under 2,500[1]	316									
Geographic region										
Northeast	1,806	1,687	1,182	707	261	102	28	8	4	2
North Central	1,829	1,787	1,135	673	267	109	41	15	8	2
South	1,789	1,690	1,001	541	211	103	53	20	8	1
West	822	766	522	369	191	96	32	13	6	1
City type/metro status										
Central	361	361	361	361	340	260	136	56	26	6
Suburban	3,116	3,051	2,142	1,301	447	150	18	0	0	0
Independent	2,769	2,518	1,337	628	143	0	0	0	0	0
Form of government										
Mayor-council	3,285	3,252	1,801	920	335	165	72	34	21	6
Council-manager	2,391	2,109	1,658	1,128	508	215	70	19	5	0
Commission	216	216	162	119	64	25	12	3	0	0
Town meeting	262	262	164	80	5	1	0	0	0	0
Rep. town meeting	92	91	55	43	18	4	0	0	0	0

[1] Limited to municipalities recognized by the International City Management Association as providing for the council-manager plan or providing for a position of overall general management.

new developments within and related to urban management are essential ingredients of the management profession. They are the building blocks for success and progress. It is the role of the professional association to be a catalyst for communication and development in these crucial areas.

Year Book Data Base. There are over 78,000 governments in the United States today. Fifty-one of these are nonlocal governments; the remainder are all local governments — counties, municipalities, townships, school districts, and special districts. Table 2, taken from Vol. 1, *Governmental Organization, 1972 Census of Governments,* indicates both the absolute counts and the trends with respect to numbers and types of governments in the United States.

A municipality, by Census definition, includes "all active governmental units officially designated as cities, boroughs, villages, or towns (except in New York, New England, and Wisconsin)."[1] The definition generally includes all places incorporated under the procedures established by the several states. Counties are the primary political administrative divisions of the states. In Louisiana these units are called parishes; Alaska utilizes Census divisions as county equivalents.[2]

The Year Book data are presented by the use of geographic regions, population groups, forms of government, city types (central city, suburb, and independent city), and Standard Metropolitan Statistical Areas.

Table 3 details the distribution of all municipalities of 2,500 and over in population (and all council-manager municipalities under 2,500) by population, geographic location, city type (metropolitan status), and form of government. The population categories are self-explanatory.

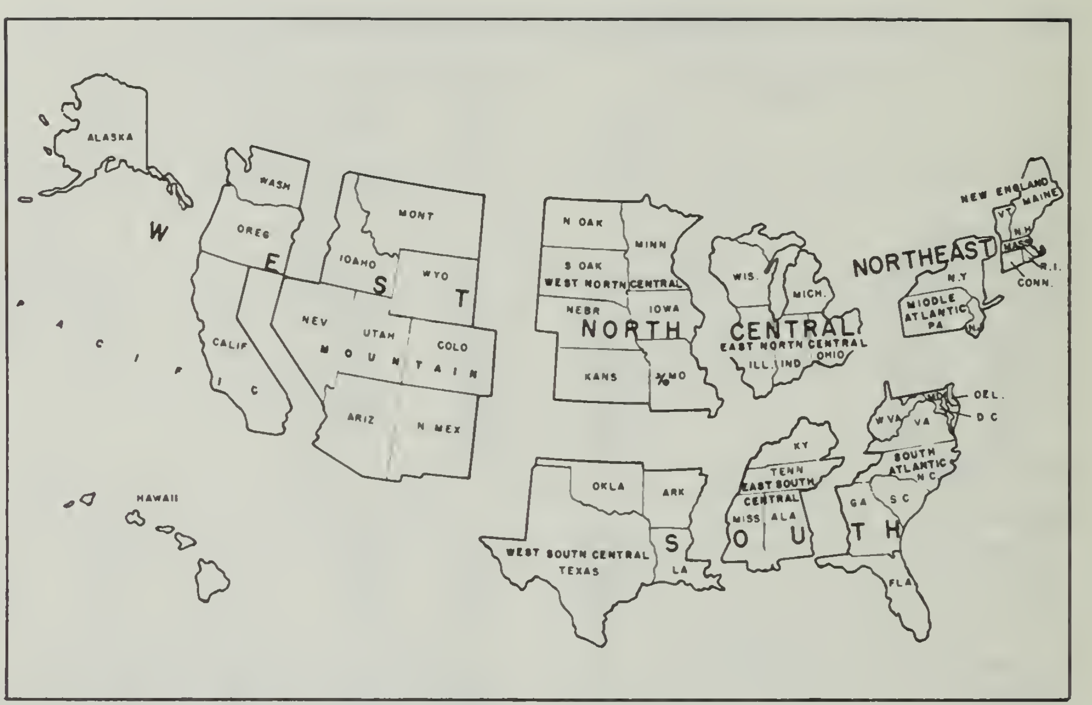

Figure 1 *U.S. Bureau of the Census geographic regions and divisions*

Four geographic regions (*Northeast, South, North Central, West*) and nine divisions are used by the Bureau of the Census (see Figure 1). The nine divisions are *New England:* Maine, Vermont, New Hampshire, Massachusetts, Rhode Island, and Connecticut; *Middle Atlantic:* New York, Pennsylvania, and New Jersey; *East North Central:* Ohio, Indiana, Illinois, Michigan, and Wisconsin; *West North Central:* Minnesota, Iowa, Missouri, North Dakota, South Dakota, Nebraska, and Kansas; *South Atlantic:* Delaware, Maryland, West Virginia, District of Columbia, Virginia, North Carolina, South Carolina, Georgia, and Florida; *East South Central:* Kentucky, Tennessee, Mississippi, and Alabama; *West South Central:* Oklahoma, Texas, Arkansas, and Louisiana; *Mountain:* Montana, Idaho, Wyoming, Nevada, Utah, Colorado, Arizona, and New Mexico; and *Pacific:* Washington, Oregon, California, Alaska, and Hawaii.

For the Year Book the regions are further consolidated as follows: *Northeast:* Maine, Vermont, New Hampshire, Massachusetts, Rhode Island, Connecticut, New York, Pennsylvania, and New Jersey. *South:* Virginia, North Carolina, South Carolina, Georgia, Florida, Texas, Oklahoma, Arkansas, Louisiana, Mississippi, Alabama, Tennessee, Kentucky, West Virginia, Maryland, Delaware, and District of Columbia. *North Central:* North Dakota, South Dakota, Nebraska, Kansas, Minnesota, Iowa, Missouri, Wisconsin, Illinois, Indiana, Ohio, and Michigan. *West:* Alaska, Hawaii, California, Oregon, Washington, Idaho, Montana, Wyoming, Colorado, Utah, Nevada, Arizona, and New Mexico.

"City type" refers to the status of a municipality within the context of the U.S. Office of Management and Budget definition of a Standard Metropolitan Statistical Area. Each SMSA must include one city with 50,000 inhabitants or more, or two cities having contiguous boundaries and constituting, for general economic and social purposes, a single community with a combined population of at least 50,000, the smaller of which must have a population of at least 15,000. At least 75% of the labor force of the county must be in the nonagricultural labor force.

In addition the county must meet at least one of the following conditions: (1) it must have 50% or more of its population living in contiguous minor civil divisions with a density of at least 150 persons per square mile, in an unbroken chain of minor civil divisions with such density radiating from a central city in the area; (2) the number of nonagricultural workers employed in the county must equal at least 10% of the number of nonagricultural workers employed in the county containing the largest city in the area, or the county must be the place of employment of 10,000 nonagricultural workers; (3) the nonagricultural labor force living in the county seat must equal at least 10% of the number in the nonagricultural labor force living in the county containing the largest city in the area, or the county must be the place of residence of a nonagricultural labor force of 10,000.

In New England, the city and town are administratively more important than the county, and data are compiled locally for such minor civil divisions. Here, towns and cities are the units used in defining Standard Metropolitan Statistical Areas. In New England, because smaller units are used and more restricted areas result, a population density criterion of at least 100 persons per square mile is used.

As defined for the 1970 Census of Population, "central" cities generally have 50,000 inhabitants or more and are dominant in the SMSAs. "Suburbs" are all other cities, towns, and other incorporated places in SMSAs. "Independent" cities are all cities, towns, and other incorporated places outside SMSAs.

"Form of government" relates primarily to the organization of the legislative and executive branches of counties, municipalities, and townships. In the mayor-council form, an elected mayor generally acts as the chief executive officer with administrative authority varying to a

Table 4 CUMULATIVE DISTRIBUTION OF U.S. COUNTIES

Classification	All counties	Counties over 2,500	Counties over 5,000	Counties over 10,000	Counties over 25,000	Counties over 50,000	Counties over 100,000	Counties over 250,000	Counties over 500,000	Counties over 1,000,000
Total, all counties	3,046	2,944	2,741	2,202	1,204	639	313	128	58	18
Population group										
Over 1,000,000	18	18	18	18	18	18	18	18	18	18
500,000-1,000,000	40	40	40	40	40	40	40	40	40	
250,000- 499,999	70	70	70	70	70	70	70	70		
100,000- 249,999	185	185	185	185	185	185	185			
50,000- 99,999	326	326	326	326	326	326				
25,000- 49,999	565	565	565	565	565					
10,000- 24,999	998	998	998	998						
5,000- 9,999	539	539	539							
2,500- 4,999	203	203								
Under 2,500	102									
Geographic region										
Northeast	196	196	193	189	168	127	78	38	17	5
North Central	1,051	1,020	993	734	378	183	93	32	14	4
South	1,378	1,349	1,293	1,036	512	237	89	32	15	3
West	421	379	322	243	146	92	53	26	12	6
County type										
Central	281	281	281	281	280	267	222	101	44	18
Suburban	315	314	311	293	233	137	64	27	14	0
Independent	2,450	2,349	2,149	1,628	691	235	27	0	0	0

considerable extent, depending on state law and variations in local organization. These variations include the scope of the powers of the elected council and the reservation of some authority to appointed professional administrators, special boards, and commissions.

Many cities with a mayor-council form of government have appointed city administrators. These officials are appointed by elected representative(s) and are responsible to them for the execution of their duties. However, their administrative authority is limited — they often do not directly appoint department heads or other key city personnel and their responsibility for budget preparation and administration, while significant, is subordinate to that of the elected officials.

Under the council-manager form, a manager is appointed by and responsible to an elected council, to serve as chief administrative officer to oversee personnel, development of the budget, proposing policy alternatives, and general implementation of policies and programs adopted by the council. The commission form of government operates with an elected commission performing both legislative and executive functions, generally with departmental administration divided among the commissioners.

Counties are the primary political and administrative divisions of the states. In Louisiana, these units are called parishes; Alaska utilizes Census divisions as county equivalents.[3] Table 4 details the distribution of counties throughout the nation, utilizing the same categories found in Table 3. The population and geographic regions need no further explanation. County type (metropolitan status) is drawn from the Census definition of Standard Metropolitan Statistical Areas. A "central county" is one in which the central city of an SMSA is located. A "suburban county" is within an SMSA, but does not contain the central city of the SMSA. An "independent county" is not located within an SMSA.

Reliable data concerning the distribution of county forms of government are not presently available. In some ways, county forms are similar to those utilized by municipalities. The elected chief executive officer (the mayor's counterpart) is usually titled the county executive, and the council is normally referred to as the board of supervisors. Where the council-manager plan has been established, the title county administrator is used more commonly than county manager. As in the case of some municipalities, the existence of an administrator does not always indicate the existence of the council-manager plan. Some counties elect a county executive who then appoints an administrator to assist him in managing the county operations. Conversely, some counties with the council-manager plan elect a county executive who exercises only limited administrative authority.

There are, however, some forms of county government which differ significantly from those found in municipalities. For example, in some counties the board of supervisors is constituted of a given number of supervisors, each of whom has complete responsibility for the administration of a district of the county in its entirety.

The utilization of varying types of local government is an institutional response to the needs, requirements, and articulated demands of citizens on the local level. Within each type of local government, structures are developed to provide adequate services. These structural adaptations are a partial result of the geographic location, population, metropolitan status, and form of government of the jurisdiction involved.

USES OF STATISTICAL DATA

The Municipal Year Book utilizes both primary and secondary data. Primary data are collected and published by the same organization, while secondary data are published by the organization that did not collect the data. After the data have been collected and scrutinized, relationships or problems concerning the data may be put into proper perspective.

Misinterpretation of data or statistical tables will lead to erroneous conclusions. The user of the data and the statistics presented in this Year Book must analyze each tabular presentation completely. A careful study should be made of each table heading and any explanation prefacing or footnoting each table. Full recognition must be given to the limitations of the data and statistics presented.

Two types of statistical presentations may be discerned. First, descriptive statistics present numerical data in tabular and/or graphic form and make no generalizations or projections of data. Extreme care must be taken that the reasoning behind any generalization does not go beyond the data supplied. While many of the articles in this Year Book use inductive statistical interpretation, the tables are strictly descriptive in nature. Once the data have been collected and tabulated, they are described by measures of central tendency (the most common are means and medians), percentages, index numbers, and other common statistics.

Measures of Central Tendency. Many of the tables presented summarize the data collected into population and regional groups. The two most often used summarizing statistics are the arithmetic mean and the median.

The arithmetic mean (also called the simple average) characterizes a set of data with one representative statistic. There are several advantages to using an arithmetic mean. First, for any set of numerical data a mean always exists and may be calculated. Second, there is only one mean for each set of numerical data, and its calculation accounts for every item in the data set. Finally, most people understand what is implied when discussing an "average."

The mean is calculated by summing all the items in a set of data and dividing by the number of items summed. For example, given the salaries of $6,200, $5,300, $6,800, $8,600, and $10,300, the mean is calculated to be $7,440 ($37,200 ÷ 5).

There are two distinct disadvantages in using a mean. First, a mean is not always the most meaningful descriptor, especially when considering small sets of numerical data. Second, a mean is affected by very large or small numbers. For example, if the above data set contained a sixth value of $40,500 the mean would be $12,950 ($77,700 ÷ 6). For this example, the median would be a better descriptor.

The median is the central value of a set of data that have been arranged in order of increasing size. For an odd number of items, the median is the middle item, while for an even number of items the median is the mean of the two middle items (i.e., one-half of the items fall above and one-half fall below the median). For example, given the above data set of six items arranged in magnitude as follows: $5,300, $6,200, $6,800, $8,600, $10,300, and $40,500, the median is calculated to be $7,700 ($6,800 + $8,600 ÷ 2).

The median is extremely difficult to calculate with large numbers of items in a data set. However, unlike the arithmetic mean, the median is not affected by very large or small values. Moreover, the median is difficult to use statistically since no algebraic basis exists for its calculation.

The mean and median represent only a characteristic or middle value of a data set. For inductive interpretation the mean, relatively more stable and reliable from data sample to data sample, is the better statistic.

Additional Measures of Location. The weighted mean takes account of the "relative importance" of additional data so that the computation of an average would not otherwise be meaningless. If a survey asks for a rating, on a scale of 1 to 5 to a particular question, we know that the scale is insufficient for computing the "average" rating since, for every question, it would be 3.0. However, if we know how many responses were given for each rating we could "weight" the average. For example, if the following responses were noted,

Number responding	*Rating*
300	1
600	2
400	3
200	4
100	5

we could multiply each rating by the number of respondents and divide by the total number of respondents. For this example, we would obtain a weighted mean of 2.5, which is much more representative of the "average" rating.

There is no limitation, other than reasonableness, about what to use as a weighting factor. Other commonly used weights are population, employment, and income. The weighted mean must be used with particular care since it is affected by extreme values of the weighting factor. For example, if 1,000 people gave a rating of 1 and 1,000 people gave a rating of 5 to a question, the weighted mean would be 3.0. This value distorts the true distribution of responses to the question. In this case a complete explanation of the data distribution would be needed in order to use the statistic.

Quartiles divide a data set into four equal parts. When the data are ordered by increasing size, the first quartile is the value below which one-fourth of the items fall, the second quartile is the median (see above), and the third quartile is the value below which three-fourths of the items fall. The first and third quartiles are used in conjunction with the median to describe the distribution of a data set.

The final measure of location used in this Year Book is the largest and smallest items of a data set, which is self-explanatory.

Quartiles and the largest and smallest values of a data set are presented in various tables throughout this book and are used to describe the distribution of the data. They are not measures of dispersion. A measure of dispersion indicates the variability of the data and evaluates the accuracy of an estimate or generalization. Two measures of dispersion that may be computed from the statistics found in this Year Book are the range and the interquartile range.

The range is, by definition, the difference between the largest and the smallest items of a data set. While easy to compute, the range only indicates the variation between the extreme values and not the dispersion of a data set. The interquartile range is the difference between the first and third quartiles. This measure describes the middle 50% of the data and is unaffected by very large or very small values.

Explanations of the more indicative measures of dispersion, the standard deviation and the coefficient of variation, may be found in any introductory statistics text.

Additional Statistical Measures. Two additional statistics that can be found in the Year Book are percentages (not to be confused with percentiles — which divide a distribution into 100 equal parts) and index numbers.

As used, percentages show the rate of growth of a particular data set from one time period to another. This growth rate is computed by taking the value for the latest year and dividing by the value of an earlier year. The result, if positive, is subtracted from 1.00 and multiplied by 100 to show an increase. If negative, the result is added to 1.00 and multiplied by 100 to indicate a decrease.

Percentages are primitive index numbers. Index numbers compare the relative change between two or more items which may further be weighted by some other relevant data (e.g., population or income). Most indices used in this book are of the primitive type. Given a base year (base year = 100), the index number shows each additional year's data as a percentage of the base year. Therefore, if the table showed an employment index of 129 for the year 1963, with 1960 the base year, this would indicate an increase in employment of 29% since 1960.

Index numbers are becoming increasingly important for decision makers in government. While the responsibility of the statistician or researcher is to construct pertinent and viable indices, the decision maker must be aware of the strengths and weaknesses of index numbers.

Many indices attempt to measure the significance of an administration or a local government service, usually defined as productivity measurements. There must be a differentiation between the efficiency or productivity of a service and the effectiveness of a service. For example, for fire protection service, showing the amount of burnable property in a city and the fire losses per $1,000 of burnable property would allow some measurement of the effectiveness of the fire protection. However, showing the output (service performed) based on the inputs for the service (e.g., employment, expenditures, or equipment) suggests an indication of the efficiency of the fire protection service.

What data the index is based on is of prime importance. Measurement of fire protection on a per capita basis would be inadequate since fire risk is correlated more with the amount of burnable property in a city than with the population of a city.

Comparisons of indices for an individual city computed over time are valid as long as the data and computations remain standard. However, difficulties arise in attempting to make comparisons between cities. Unless there is data reporting compatibility between cities or some computational adjustments, there can be no valid comparisons between cities of any computed indices.

Additional Limitations of the Statistics. The statistics presented in this Year Book are only as good as the data used in their computations. Besides the previously mentioned limitations of the statistics, limitations exist on the data collected and tabulated.

For most of the tables presented, the data originate from responses to questionnaires returned by individual cities. Each city has its own record keeping system, and therefore the data lack uniformity. In addition, biases in the data result from inconsistent interpretations of individual questions by persons responding to the questionnaires.

The statistics compiled from the questionnaire data are subject to additional bias. This additional bias tends to skew the data distribution and results because not all cities return their questionnaires, many questionnaires are returned incomplete, and many answers have internal inconsistencies associated with them and must be eliminated.

Using the Statistics. Even with the limitations on the data and the statistics, there is still justification for their publication. First, the tables that summarize population and regional groups are valuable for indicating trends in costs, performance, and accomplishments. Second, comparison of the figures for individual cities with the descriptive statistics for cities of similar size is a starting point for further analysis. Third, with due care this information for individual cities enables municipal officials to compare their city with other cities in a similar situation.

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[1] 1970 *Census User's Guide, Part 1* (Washington, D.C.: U.S. Department of Commerce, Bureau of the Census, 1970), p. 79.

[2] Ibid., p. 76.

[3] Ibid.

A Trends: Administrative, Legislative, Judicial

1 Significant State Actions Affecting Municipal Government

2 Metropolitan Area Trends and Developments

3 Congressional Action Affecting Local Government

4 Annexations and Corporate Changes since the 1970 Census: With Historical Data

5 Trends in Canadian Intergovernmental Relationships

Tendances des relations intergouvernementales au Canada

A1

Significant State Actions Affecting Municipal Government

Don Benninghoven
League of California Cities

State and municipal governments have been increasing the scope of their interaction and cooperative action in many locations and in many areas of action. Reports from state correspondents emphasize the breadth of the issues which are now recognized as defying local jurisdictional boundaries. In an effort to adequately cope with these issues a variety of state-regional-local relationships are developing, through such means as new departments or agencies at the state level, special purpose governments at the regional level, and extended cooperation and coordination of multipurpose governments at the local level.

Accompanying this cooperative attempt to meet the challenge of service demands has been the continuing search for revenue sources that will permit local governments to meet their increasing responsibilities.

A third concern of nationwide interest came to the fore in 1974. In an effort to improve political practices and to regain or to confirm public confidence, political reform was on the agenda of practically every governmental unit — local, state, or federal.

Reports from the various state correspondents reveal that significant state actions affecting municipalities fall into the basic categories summarized below.

POLITICAL REFORM

Public officials in every part of the country have been active in setting higher ethical standards for themselves and their associates. As reported by Thomas S. Belford and Bruce Adams of Common Cause elsewhere in this publication, over forty states have recently adopted provisions regulating campaign finances, conflicts of interest,* disclosure of assets, lobbying, and open meetings, not to mention the myriad local governmental bodies whose actions have followed the same themes.

Lawmakers at various levels of government were especially active in seeking measures to control conflicts of interest and regulate campaign finance practices. State provisions, whether accomplished by constitutional amendment, ballot proposition, or statute attempted to establish a clear direction for public officials by outlining legally enforceable prescriptions. These prescriptions are seen as much more than recommended codes of ethics.

Besides regulating the conduct of state officials, various new state laws either authorize local governments to adopt their own ordinances, direct them to adopt an ordinance, require them to adopt an ordinance, or include provisions which apply to both state and local officials.

Campaign expenditure measures that apply to state and local officials have taken effect during the past year in several states, including Alaska, California, Connecticut, New York, and Ohio. In Alaska a municipality may be exempted from provisions of the election campaign law as the result of a general election vote. Among others, local officials in Alabama, California, Florida, and Ohio are now required by state law to disclose sources of income and other economic interests.

As a result of the amount of legislative activity in the area, state judicial systems are now busy considering the validity of the new regulations. Conflict of interest and disclosure of assets laws have already been upheld in California and Washington.

FISCAL AFFAIRS

The ways and means of financing capital improvements were addressed by many state legislatures this past year. In Maryland, the Municipal Government Loan Act authorized the creation of state indebtedness, the proceeds of which are to be used for financial assistance to cities for the construction of streets and municipal buildings. The Municipal Improvements Act of South Carolina authorizes the establishment of special improvements districts and the financing of such improvements as malls, parks and playgrounds, pedestrian facilities, and parking garages, either through special assessments or special district bonds. The South Carolina state legislature also authorized the issuance of revenue bonds to finance state construction operations and maintenance of improvements to land. Such bonds are payable solely from payments received from persons constructing, operating, or maintaining improvements. The general credit of the municipality does not secure the bonds, nor is the issuance of such bonds considered an indebtedness of a municipality.

The Hawaiian general obligation bond law was revised to permit counties to issue GO bonds for any undertaking authorized by general law. A law adopted in Maine has set the limit of bonded indebtedness at 15% of full valuation, with a deduction system if the municipality belongs to a special district. The statute also sets forth periodic debt reporting requirements on special districts. Bond interest limit ceilings were removed in Wisconsin on city and village obligations and metropolitan sewerage district obligations, and in California the maximum permissible interest rate was raised from 7% to 8% on all municipal bonds.

Of continuing interest to local government officials is the search for new tax sources, new revenue sources, and new revenue-raising authority. The state of Washington legislature authorized the extension to all cities of a special 2% excise tax on hotels to pay for convention center facilities. A 10% admissions charge on gambling facilities was authorized in Connecticut as a permissive new revenue source, and a companion measure allows municipalities to keep one-fourth of 1% of all monies bet at a gambling facility operating within the municipality. Also in Connecticut, the legislature provided for $6 million of state revenue sharing to be passed on to towns and cities, based on population. Approximately $2 per capita will be paid, and these monies must be applied to a reduction in the local property tax rate.

City property tax authority was raised by the Idaho State Legislature, and in Iowa cities over 100,000 population were permitted to levy a one mill property tax rate to establish zoos. Cities will realize new revenues in Wyoming by the enactment of state statutes to provide that cities, towns, and counties shall receive revenue from the use tax in the same proportion as from the state sales tax. Direct state grants to Alaskan cities impacted by the trans-Alaskan pipeline were increased by $10 million, while the New Jersey Urban Aid Act provided for state aid to 24 urban municipalities on a formula basis which considers population, poverty, and relative wealth.

Increased tax relief for senior citizens and permanently disabled citizens was again a high priority for a number of state legislatures. Connecticut residents who are eligible to receive permanent total disability benefits under the federal old age survivors and disability insurance program are provided with an exemption on taxable property. Municipalities are reimbursed for the tax loss resulting from the exemption. The $10,000 Florida homestead exemption previously restricted to elderly citizens is now available for the permanently disabled. The Massachusetts legislature authorized persons 65 years of age or older with an income of $20,000 or less to postpone all or part of their real estate taxes by entering into a tax deferral and recovery agreement. In Oklahoma, an additional $1,000 homestead exemption was granted where gross household income does not exceed $4,000, and tax relief was granted of no more than $200 as a credit on income tax returns to persons 65 or older, or to any totally disabled head of household with gross income of $6,000 or less.

Manufacturing machinery and equipment in Wisconsin were declared tax exempt by the state legislature. Local governments in Wisconsin will receive a 100% payment in lieu of taxes from the state in 1975. Payment will be reduced each year by 10%. In Washington, cities and counties have been empowered to create public corporations, commissions, or authorities having the same tax immunity held by the creating government (except insofar as real and personal property tax is concerned). The public entity would have responsibility for certain operations of the agency but would be excluded from responsibility for the agency's debts. Finally, the Missouri General Assembly repealed the local personal property tax on household goods, but provided state reimbursement to local agencies for lost revenues.

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*For a more complete discussion of conflicts of interest, see "Conflict of Interest Legislation and the Common Cause Model Act," by Thomas S. Belford and Bruce Adams, in section D of this publication.

Most state municipal leagues devote considerable effort and attention to protecting the local municipal revenue tax base from the annual avalanche of tax exemptions. In Tennessee, a new requirement that the state department of finance attach fiscal notes to all legislation introduced in the general assembly increasing or decreasing local revenues may serve to highlight the local fiscal impact and thereby assist in protecting the municipal revenue base.

As the pressures of an inflated economy resulted in higher and higher assessed values of real and personal property, a number of state legislatures made revisions in the assessment practices of their states. All Georgia municipalities are now required to base ad valorem property taxation on the fair market value as determined by the county. City tax assessor boards were abolished. A five-member state tax tribunal was created in Michigan to assume jurisdiction over appeals of property tax assessments and equalization, while the Maryland legislature established an allowance for inflation in the assessment of real property. Florida counties were authorized to establish municipal service taxing districts and to charge for services at differential tax rates, while the local assessment in Wisconsin of manufacturing property (real and personal) is now assessed by the state.

In other important state actions, the Maryland motor vehicle administration was authorized to refuse registration of a vehicle upon notification by a political subdivision that a parking violator had refused payment of a fine or failed to file notice of intention to stand trial.

PERSONNEL AND EMPLOYEE RELATIONS

State and local government officials continued their search during 1974 for fair and functional rules under which public employee labor relations could be conducted. This has emerged during the last several years as one of the foremost local government issues, and during the past year significant legislation was enacted in several states. The Texas legislature, for example, approved public employee collective bargaining legislation, while in Florida the legislature established guidelines for the collective bargaining process. The Florida legislation also prohibited strikes and created a commission with responsibility to establish rules and regulations.

In New York and Wisconsin the legislatures decided upon binding arbitration for resolving impasse issues involving law enforcement or firefighting personnel. Binding arbitration is compulsory in Wisconsin cities, villages, or towns having a population of 2,500 or more. Collective bargaining and binding arbitration are optional in Texas for police and fire department employees.

Supplemental wage benefits are becoming an increasingly important part of employer-employee agreements, and the states continue to play a role in authorizing or requiring certain wage benefits, retirement programs, or insurance coverage. Public employees in Michigan, Ohio, and Wisconsin are eligible for unemployment compensation and must be covered by either state or local systems. Laws adopted in Mississippi and Kentucky allow municipal employees to participate in deferred compensation plans.

Public employee retirement systems received nationwide attention in the recognition that spiraling benefits and costs have made some of them fiscally tenuous. In South Dakota, most state and local retirement systems were consolidated into a single greatly improved system which was initially funded by a state appropriation of $5 million. In Pennsylvania the new Pennsylvania Municipal Retirement Law added provisions for firefighters and combined uniformed and nonuniformed employee pensions in a single system; it provided, as well, for optional plans under which (if approved) municipalities may join the state-managed system. In Vermont a retirement system has been established by the state for employees of cities, towns, and other specified types of Vermont "municipalities."

While states and municipalities were attempting to deal with the tough questions on labor relations, Congress complicated the issues by passing the 1974 Amendments to the Fair Labor Standards Act (FLSA). The effect has been to take some local labor relations decisions out of the hands of negotiators or local policy-making officials. The restriction of fire duty schedules and the requirement that overtime be paid at a minimum of one and one-half times the regular rate of pay, instead of by some other mutually acceptable system, are two of the most far-reaching effects. Other provisions are likely to have severe implications for municipal employee training programs. Use of police reserves, fire volunteers, and other volunteer city workers may drop off if minimum wage pay requirements are determined to apply to them. The 1974 Amendments to FLSA also made the Equal Pay Act of 1963, the Age Discrimination in Employment Act of 1967, and the Health Maintenance Organizations Act of 1973 applicable to local governments. As a result of the Health Maintenance Organizations Act, local governments with 25 employees or more are required to offer, as an option to their employees, medical coverage through a health maintenance organization where such an organization exists.

Application of the Fair Labor Standards Act to local units of government is a shock to the concept of constitutional federalism. If the federal government can continue its control over the wages, hours, and conditions of state and local employees, it can effectively control 75% of local government operating budgets, and little remains of the so-called sovereign power of the states and their instrumentalities.

TRANSPORTATION

Again, as a trend across the nation, the field of transportation was given special attention during 1974. In California the voters approved an amendment to the state constitution allowing state gasoline taxes which have been reserved for street and highway purposes since 1937 to be spent for mass transit. In addition, the same proposition gave local government additional flexibility in the ways these state gasoline tax subventions may be expended. In Indiana, a mass transportation study commission was established to determine the feasibility of (1) establishing a state department of transportation or (2) developing regional transportation authorities. Generally, states were reviewing the alternatives available to meet their transportation needs through state-local-regional cooperation. As one example, a public transportation services program was adopted in New York involving transportation operating subsidies, rail service preservation, and plans for a long-range capital improvements program for commuter and intercity rail passenger and freight facilities.

Implementation of the Federal Aid Highway Act of 1973 was the focus of much of this attention in transportation. In Vermont, for example, the governor designated regional planning commissions to participate in highway planning under the terms of this federal legislation. In addition, the legislature created an 11-member state advisory transportation planning board, of which 3 members are to represent regional planning and development commissions of different geographical areas. Oregon cities and counties signed an agreement which will allow cities to participate in setting project priorities for funding federal aid secondary and federal aid urban system projects, as defined in the federal act.

LAND USE PLANNING

Despite the defeat of bills in Congress encouraging state participation in land use planning and regulation, a number of states passed legislation increasing state involvement in this field. Continuing concern with coastal protection was exemplified by passage of an act in North Carolina which creates a coastal commission to develop state and local cooperative plans for the management of coastal resources. In Rhode Island the establishment of a state economic development corporation will have an effect upon land use planning, since the corporation will be able to condemn, manage, and lease land and override local zoning provisions. In Georgia, state agencies were authorized to promote planned community development and expand state funds for planned communities. In Vermont a state legislative committee was established to review and evaluate the proposed state land use plan. In California major land use legislation proposals are expected to be introduced in early 1975.

Regional planning was strengthened in Missouri by the state's first appropriation of funds to the state's 20 regional planning commissions and in North Carolina by the creation of a statewide regional forum to serve the needs of regional officials.

Legislation and activity in the area of annexation and extraterritorial regulation of land use was evident in many states. In Wisconsin, cities and villages are now permitted to annex areas surrounded by the municipality containing 65 acres or less and not more than 100 residents. Florida established strict guidelines regulating procedures and prerequisites for annexation and set minimum standards for the creation, merger, or dissolution of municipal corporations.

In North Carolina a new law authorizes municipalities to annex noncontiguous areas when city and property owners agree. Iowa law now requires that when a city has extended its zoning jurisdiction beyond city limits, two members of the city's zoning commission must be appointed by the county board of supervisors. Acting under state constitutional authority, two Illinois cities agreed on a boundary line dividing the unincorporated area between the two cities for purposes of planning and subdivision control.

Two states demonstrated the increased interest in the preservation of agricultural lands. In Kansas restrictions were placed on the annexation of land used for agricultural purposes. In North Dakota the attorney general upheld legislation providing that agricultural land annexed to a city will be taxed at the same level as agricultural land outside the city until the use of the land is changed.

Perhaps the greatest interest in land use planning at the local level has been in the control and regulation of growth. A number of cities in California and many other states have revised their plans or enacted ordinances which attempt to limit growth so that the cities' ability to provide services to the newly developed areas will not be exceeded. In the Minneapolis-St. Paul area and in Fairfax County, Virginia, growth control schemes are being formulated for the entire area.

SOCIAL SERVICES

During the past year, state and local governments continued the trend toward closer cooperation in social service program areas, preparing for greater state and local responsibility for and participation in delivery of human service programs. The trend toward the continued integration of services continued at both the state and local levels; this has included the continued development of umbrella human resources agencies at the state level.

During the past year the states also began to take actions which increased the ability of local governments to operate in human services. For example, in Connecticut a statewide emergency medical care system was established to coordinate and regulate emergency medical services through regional councils and a state coordinating commission. In North Carolina an executive order transferred five human services programs (including manpower and aging) from private agencies to local government, provided the appropriate regional organization exercises its option to administer these programs; in Indiana the state legislature acted to establish committees to coordinate emergency medical services at the local level. In Virginia legislation was passed empowering the governing body of any county or city to establish a local office of consumer affairs.

This trend toward increasing the ability of cities to act in human resource program areas was especially notable in the community development area — no doubt in response to the expected enactment of the federal community development block grant bill, which could involve many cities that previously have not been involved in community development and housing programs for low income families. The state actions taken in this area include Pennsylvania, where boroughs and townships were permitted to undertake community development programs including urban renewal, public housing, Model Cities programs, and neighborhood development projects, all programs which previously could be carried out in these classes of municipalities only by counties and county authorities.

The Minnesota legislature authorized municipal housing and redevelopment authorities to purchase dilapidated housing in areas outside designated redevelopment projects for sale to and rehabilitation by low income families. In Ohio the general assembly passed legislation permitting property tax relief for redevelopment projects in municipalities certified as "impacted cities." The Hawaii legislature removed the restriction that counties may acquire only undeveloped vacant land for auxiliary redevelopments; counties are now allowed to sell, lease, or sublease land or auxiliary developments to nonprofit sponsors or qualified developers at fair market value.

This trend was also evident in California where the legislature, in addition to acting on legislation to provide state financing for low and moderate income housing support, acted to restore the authority of a city council or board of supervisors to make such decisions on development, construction, or acquisition of low rent housing without a referendum.

STATE-REGIONAL-LOCAL RELATIONS

It is apparent from the above discussions that throughout the nation interest in strengthening and improving intergovernmental cooperation is high. A further review of the activities across the nation during 1974 shows a continuation in the trend to create state level bodies to serve a coordinating, planning, or intergovernmental assistance function. In the state of Washington, the office of community development was created to enhance coordination of federal and state programs directed toward local governments and to administer certain state planning activities. At the same time, the governor of North Carolina, by executive order, created an office of intergovernmental relations to improve communication and cooperation among the several levels of government and to better respond to local needs.

An important and significant variation from the trend being followed by Washington, North Carolina, and other states, however, is found in Missouri, where a new state reorganization plan has eliminated the department of community affairs. The agencies concerned with municipal government in Missouri and heretofore housed within the department of community affairs will be distributed throughout the state bureaucracy.

In addition to the creation of additional general offices of local assistance and to increased attention to cooperative activities at the state level, there has also been a move to establish state level bodies in specific subject areas. In New York, for example, the State Commission on State and Local Finances was created to make a comprehensive review and analysis of New York's local assistance programs. To accompany the statewide economic development corporation established in Rhode Island (reported above under "Land Use Planning"), the state has also a department of economic development. Also in Rhode Island, a solid waste management corporation was established to develop a statewide solid waste management plan and to provide a system of transfer stations and regional solid waste disposal and resource recovery facilities. The service will be made available under contract to all municipalities.

Rather than move further in the direction of state level bodies, some states have turned to improved processes for renewed voluntary governmental cooperation. In Vermont the procedures for formal interlocal cooperation were simplified through amendments to the state statute authorizing creation of union municipal districts. In South Dakota numerous acts were passed by the legislature improving relationships and increasing cooperation between state and local government; Indian tribal governments were also included. Wyoming passed the Joint Powers Act, which allows political subdivisions to act jointly in financing and operating facilities, and which provides loans for acquisition and construction of joint facilities. New Jersey adopted its Interlocal Services Act to provide incentive aid and technical assistance to local units of government undertaking joint services.

In terms of miscellaneous activities involving state-regional-local relationships, two additional items should be cited. First, in North Carolina a regional forum was established by the North Carolina League of Municipalities and the North Carolina Association of County Commissioners to serve the needs of regional officials in the 17 multicounty planning regions. Policy issues, legislative proposals, and other regional matters will be coordinated and channeled through the forum in the future. Second, in Pennsylvania the new Municipal Police Officers' Education and Training Law was adopted to require every municipality that has a police force (except Philadelphia) to train every police officer hired after June 18, 1974, to meet standards to be established by a new education and training commission. The commonwealth itself will pay expenses and one-half of salaries during training.

As the intergovernmental system continues to change, highlighted by change at the federal level, it can be expected that the dialogue and interaction between states and regional and local governments will continue and intensify. Regardless of the organizational or service delivery patterns developed, it is important that local governments participate as full partners.

INFORMATION REPORTED BY YEAR BOOK CORRESPONDENTS

Below is a summary of information furnished by Year Book correspondents on the most significant legislative, judicial, and executive actions affecting urban affairs during the period from July 1973 through June 1974. Following this state-by-state summary is a list of state correspondents who provided the information.

Alabama

1. Under a new judicial article to the state constitution city courts may be abolished in favor of state directed district courts. All court regulations have been strengthened.
2. An ethics law requiring designated categories of state and local employees to disclose their economic interests was approved by the Alabama legislature.
3. The Alabama Energy Management Board was created by the governor to handle emergency requests for fuel from public and private users.
4. The first primary elections under a federally imposed legislative reapportionment plan were held; the plan is based on Census districts rather than on traditional city and county boundaries.

Alaska

1. Municipalities impacted by the trans-Alaskan pipeline were voted $10 million in direct state grants. Additional funds were made available for impacted areas outside municipal boundaries.
2. An election campaign law limited donations for all state offices and established the Alaska Election Campaign Commission. A municipality may be exempted as the result of a general election vote.
3. The state legislature adopted a uniform residential landlord and tenant act.

Arkansas

1. State courts held in two separate decisions that no municipal corporation shall be authorized to pass any law contrary to general laws of the state.
2. Definitions of holiday pay and vacations for firefighters were expanded as a result of court decisions.

California

1. A statewide political reform initiative was passed which directly affects city officials with its comprehensive provisions regarding: conflicts of interest and disclosure; campaign finance disclosure reports; the establishment of a fair political practices commission; and the expenditure of funds by lobbyists to influence legislation.
2. The validity of a strict conflict of interests and disclosure of assets law as it applies to local elected officials was upheld in the state court.
3. The courts declared that owners of agricultural land were not deprived of a vested right by passage of a local ordinance zoning property for exclusive agricultural use and prohibiting sale of parcels of less than 18 acres.
4. The state supreme court held that in all "quasi-judicial" proceedings involving a "fundamental vested right" the courts will review the entire local record and must reweigh the evidence in reaching their determination as to the validity of the action taken by the local body.

Connecticut

1. State law has provided for $6 million of state revenue sharing to be passed on to the towns and cities, on the basis of population, as of the 1970 Census. Approximately $2 per person will be paid, and these monies must be applied to a reduction in the property tax rates of the respective municipalities.
2. State legislation was passed which requires uniform assessment dates, uniform tax collection dates, and uniform property assessment at 70% of fair market value for all towns. A municipal assessment section in the Connecticut Tax Department was established to provide technical assistance to localities.
3. Numerous amendments designed to tighten procedures and to impose penalities for noncompliance were made to state statutes relating to public disclosure of campaign contributions and expenditures.
4. Residents who are eligible to receive permanent total disability benefits under the federal old age survivors and disability insurance program are provided with a $1,000 exemption on taxable property. Municipalities are reimbursed for the tax loss resulting from the exemption.
5. Municipalities are permitted to impose a 10% admissions charge in gambling facilities. A companion measure allows municipalities to keep one-fourth of 1% of all monies bet at a gambling facility operating within the municipality.
6. Towns and cities are required to provide additional school bus transportation to nonpublic school students living in the town or city and attending a nonpublic school. Municipalities have been enabled to provide financial assistance for the construction or renovation of nonpublic schools.
7. A statewide emergency medical care system was established to coordinate and regulate emergency medical services through regional councils and a state coordinating commission.
8. State statute requires cities and towns to indemnify the town clerk for negligence resulting from errors made in recording land records.
9. A state elections commission was established with the responsibility of investigating possible violations of law relating to elections.

Florida

1. State law established strict guidelines regarding procedures and prerequisites for annexation and set minimum standards for the creation, merger, and dissolution of municipal corporations.
2. A state financial disclosure of income and property holding law, binding on public officials and political candidates, was enacted.
3. The state legislature set guidelines for collective bargaining for state and local government employees. A commission was given responsibility to establish rules and regulations. Strikes are outlawed.
4. Counties were authorized to establish municipal service taxing districts and to charge for services at differential tax rates.
5. A uniform procedure for recall of elected municipal and charter government officials was established by the state legislature.
6. Local governments were required to adopt minimum building codes.
7. Municipal home rule was held sufficient to provide citizens access to local legislation, and the courts held that legislative procedures for eminent domain are adequate to provide citizens with due process.
8. The $10,000 homestead exemption, previously restricted to elderly citizens, was extended to the permanently disabled.

Georgia

1. All municipalities are required to base ad valorem property taxation on the fair market value as determined by the county. City tax assessor boards were abolished.
2. The legislature authorized the state to make grants to local governments for acquiring, developing, constructing, or protecting for public use a variety of recreation and natural areas.
3. The Planned Growth and Development Act of 1974 was enacted, authorizing state agencies to promote planned community development and to expend state funds for planned communities.
4. Municipalities located in counties (except Fulton County) may enter into a contract

with the county sheriff to provide law enforcement service with the consent of the county governing authority.

5. All cities and counties with local retirement systems are required to retain the services of a qualified actuary and must file annual reports to the state auditor on the operation of the system.

Hawaii

1. Statutory amendments provide that general obligation bonds may be issued by counties for any undertaking authorized by general law. Previously, such bonds could only be issued for specific enumerated purposes.
2. State law now allows counties to undertake redevelopment projects directly or through agencies specifically established for those purposes.
3. The restriction that counties may acquire only undeveloped vacant land for auxiliary redevelopments was lifted. Counties are now allowed to sell, lease, or sublease land or auxiliary developments to nonprofit sponsors or qualified developers at fair market value.
4. Counties were given the power to legislate ordinances concerning nuisances such as noise, smoke, dust, vibration, or odors. If there is a duplication of state and county laws in one area, the one offering the greatest public protection shall apply.
5. State legislation granted counties powers presently enjoyed by the Hawaii Housing Authority concerning the acquisition and development of land for housing and also established loan programs for low and moderate income homeowners.
6. Counties were authorized to acquire rights of way and public transit corridors. State and county cosponsorship is required and the county must match the funds provided by the state.
7. A system of environmental review was established, at the state and county levels, to consider the environmental as well as economic and technical aspects of planning and development. State environmental agencies were directed to monitor the progress of state, county, and federal agencies in achieving the state's environmental goals.

Idaho

1. City property tax authority was raised by the state legislature.
2. A statute was enacted giving cities the right to reopen budgets when receiving unexpected state or federal allocations.

Illinois

1. In the first instance of the preemption of local home rule powers, the state legislature authorized (and voters approved) a referendum to establish a Regional Transit Authority (RTA) for the six-county Chicago metropolitan region.
2. Under the home rule provisions established by the 1970 state of Illinois constitution, two Chicago-region cities have agreed to establish a boundary line dividing the unincorporated area between the two cities; this is intended to establish logical boundaries of municipal authority for governmental planning and subdivision control.
3. A study conducted by the Northeastern Illinois Planning Commission found that the primary use of home rule powers by Illinois local governments has been to increase municipal revenues; powers are only rarely used for programmatic objectives.

Indiana

1. Counties, townships, towns, and cities were permitted to contract with not-for-profit corporations.
2. The state legislature established committees to coordinate emergency medical services at the local level.
3. A mass transportation study commission was established to determine the feasibility of: (1) establishing a state department of transportation, or (2) developing regional transportation authorities.
4. State law was amended to allow conservancy districts to establish and collect rates and charges to pay off revenue bonds issued for construction or improvement of wastewater treatment systems.

Iowa

1. The Iowa General Assembly postponed the effective date of mandatory compliance with the home rule act until July 1, 1975.
2. A new state statute enables cities of over 100,000 population to levy a one mill property tax to establish zoos or zoological gardens.
3. The Iowa General Assembly enacted a law that requires two members of city zoning commissions to be appointed by the county board of supervisors where the city has extended its zoning jurisdiction beyond city limits.
4. The limit on the amount of dues that members may contribute to the Iowa League of Municipalities was removed by the general assembly.
5. The general assembly passed a bill that removes the prohibition on employing conscientious objectors in civil service jobs in cities.

Kansas

1. Revisions to annexation legislation require direct notices to property owners, public hearings, and preparation of service extension plans with a timetable for extension of services; restrictions were placed on annexation of land used for agricultural purposes.
2. Governmental reorganization permits political and taxing subdivisions to consolidate operations, procedures, and functions.
3. Counties were granted statutory power of home rule over local affairs and government with certain exemptions.
4. Cities were permitted to create human relations commissions under a court ruling that commissions were not in conflict with state civil rights laws.

Kentucky

1. The maximum annual salaries of mayors and commissioners in cities of the third and fourth class with the council-manager form of government were increased from $750 to $4,000 and $500 to $3,000 respectively.
2. Local governments were allowed to establish deferred compensation plans for employees.
3. "Sunshine" legislation requires that all meetings of a quorum of members of a public agency at which public business is discussed or action taken must be open to the public.
4. Public notice prior to the construction of a landfill operation and public hearings in counties where landfills are proposed are now required by state law.
5. State law prohibits the refusal by a facility to admit the seriously ill or injured on the basis of the person's likely inability to compensate the facility.

Louisiana

1. A new state constitution contains a strong home rule provision for all local governments.
2. The state legislature passed an act which provides for a commissioner of conservation who is empowered to provide fuel for all public services, including facilities and services provided by municipal utilities.

Maine

1. State law has regulated the level of bonded indebtedness to a total 15% of full valuation, with a deduction system if the municipality belongs to a special district. The statute sets forth periodic debt reporting requirements on special districts.
2. Membership in school administrative district boards of directors was required to be apportioned on the basis of one man/one vote, but a system of weighted voting was allowed to ensure that each municipality in the district would have at least one representative on the board.
3. Under the new Comprehensive Employment and Training Act (CETA) legislation, the governor's office combined the Title I and Title II boards into one advisory body meeting the representation requirements of each board.
4. The Maine Municipal Association reached agreement with the department of the attorney general on the issuance of legal opinions by each agency interpreting state land use planning and permit statutes. Under this understanding neither issues an opinion without first having the review and comment of the other.
5. The department of the attorney general ruled that indigent hospital patients are public charges of the municipalities in which the hospital is located and that the municipality which is the situs of the hospital may

not look to the municipality of residence of the patient or to the state for reimbursement of costs. This ruling is currently being challenged on the executive level.

Maryland

1. Amendments to state law provided that the state and local governments are liable for any action in contract and may not raise a defense of sovereign immunity.
2. The state legislature established an allowance for inflation in the assessment of real property.
3. The Municipal Government Loan Act authorized the creation of a state debt, the proceeds of which are to be used for financial assistance to municipal corporations for the construction of streets and municipal buildings.
4. The state motor vehicle administration was authorized to refuse registration of a vehicle upon notification by a political subdivision that a parking violator had refused payment of a fine or failed to file notice of intention to stand trial.

Massachusetts

1. State courts were authorized to invalidate any action taken during a meeting by any commission or board which violates the open meeting law.
2. Towns were required to call a special town meeting on all subjects requested by petitions of 200 voters or 20% of the total registered voters, whichever is less.
3. The state legislature authorized persons 65 years of age or older, with an income of $20,000 or less, to postpone all or part of their real estate taxes by entering into a tax deferral and recovery agreement with the assessors.
4. Campaign contribution laws were clarified to provide that a nonelected committee can solicit and accept gifts on behalf of a public employee running for elected office without having the contribution directly attributed to that candidate.
5. The state civil service system covering all cities and most towns was reorganized. Local governments will be delegated authority to perform certain personnel operations heretofore the prerogative of state government.
6. State law now requires all police departments to provide (individually or collectively) a rape reporting, prosecuting, and professional counseling service. Each rape unit must provide a 24-hour hot line for reporting; all reports and communications must be kept confidential.
7. The Racial Imbalance Law was amended to allow voluntary busing with state assistance available.

Michigan

1. The legislature made public employees eligible for unemployment compensation. Municipal unemployment compensation systems may continue if equivalent to the state system; otherwise, local governments will come under the state system.
2. The legislature exempted municipalities which, under a collective bargaining agreement with the firefighters' union, do not require the employee to be on duty more than 40 hours in any consecutive 7-day period from the provisions of earlier legislation, which provided a maximum 56-hour work week, with at least 24 hours off duty between shifts, for firefighters.
3. Certain local units of government may create a plant rehabilitation or industrial development district in order to stimulate renewal of obsolete industrial property or construction of new facilities. Owners of facilities in rehabilitation districts may receive tax exemptions for a limited number of years.
4. A five-member state tax tribunal was created to assume jurisdiction over appeals of property tax assessments and equalization.
5. An act authorized the board of commissioners of any county to adopt a "unified form of county government" by submitting to the county electorate the question approving the unified form with either an elected executive or an appointed county manager.

Minnesota

1. Municipalities were empowered by state law to designate "development districts" within corporate limits and to finance improvements by tax increment financing.
2. Municipal housing and redevelopment authorities were given power to purchase dilapidated housing in areas outside designated redevelopment projects for sale to and rehabilitation by low income families.
3. The Public Utilities Act established regulations and rates for public utilities and set forth procedures for requests for rate increases.
4. The Minnesota Supreme Court ventured into the area of municipal tort liability, and expanded municipal responsibilities by allowing a claim to stand against a city which had failed, upon adequate notice, knowledge, and ability, to control a pack of dangerous dogs on a public sidewalk.
5. The Minnesota Environmental Rights Act of 1971 was interpreted by the state supreme court to apply to actions by governmental entities; the decision is expected to put limits on local public condemnation powers.

Mississippi

1. Legislation was adopted which established a centralized system for coordinating local mental health programs throughout the state.
2. The attorney general's office advised that the money from the Municipal Aid Fund may be used by local officials as matching funds to qualify for grants-in-aid under the Federal Aid Urban System.
3. Legislation was passed by the Mississippi legislature allowing municipal employees the option to partake in a tax-sheltered deferred compensation plan.

Missouri

1. The general assembly passed legislation to repeal the local personal property tax on household goods, with mandatory state reimbursement to units of local government for lost revenues.
2. The new state reorganization plan eliminated the department of community affairs; the agencies concerned with municipal government will be distributed throughout the state bureaucracy.
3. The general assembly appropriated $580,000 for distribution to the state's 20 regional planning commissions. These are the first state funds appropriated for the operation of the planning commissions.

New Hampshire

1. Cable television franchise and regulating authority was granted to cities and towns by the state legislature.
2. The general assembly enacted legislation requiring oil refineries to meet local zoning laws.

New Jersey

1. The Interlocal Services Act provides incentive aid and technical assistance to local units of government undertaking joint services.
2. The Urban Aid Act provides for state aid to 24 urban municipalities on a formula basis which considers population, poverty, and relative wealth.
3. Voters in 9 of New Jersey's 21 counties have authorized county charter study commissions with the overall purpose of reviewing and recommending alternative county governmental forms. Authorization is made possible pursuant to New Jersey's recent Optional County Charter Law.

New Mexico

1. An unconditional grant of $5 million was appropriated for municipalities on a population basis, and a $1.2 million "hold harmless" fund was created to make up for lost motor fuel taxes.
2. The Legislative Local Government Committee to study local government problems and finance and to make recommendations to the state legislature was continued by the legislature as a permanent standing committee.
3. Grants-in-aid for pressing local problems relating to water systems and to crime prevention were increased.
4. A requirement of twice weekly refuse collection by most municipalities was, for larger municipalities, made weekly.

New York

1. Legislation was enacted which limits state and local campaign expenditures, restricts

campaign contributions, tightens campaign reporting requirements, and sets up a new state board of elections with overall administrative and enforcement authority.
2. A public transportation services program was adopted by the state involving transportation operating subsidies, rail service preservation, and plans for a long-range capital improvements program for commuter and intercity rail passenger and freight facilities.
3. Local public records were required to be open for inspection by the public during all regular business hours, subject to reasonable regulations adopted by local legislative bodies.
4. Provision was made for binding arbitration in resolving impasse issues in local police and fire negotiations under the state Public Employee Relations Act.
5. The state commission on State and Local Finances was created to make a comprehensive review and analysis of New York's local assistance programs.
6. The New York Court of Appeals ruled that state law permitting a municipality to exclude pension requirements from constitutional tax limitations was unconstitutional. The action was followed by stopgap legislation, the first legislative approval of constitutional amendments liberalizing tax limits, and creation of a special study commission to recommend permanent measures.

North Carolina
1. The governor, by executive order, created an office of intergovernmental relations to improve communication and cooperation among the several levels of government and to better respond to local needs.
2. The Coastal Area Management Act created a coastal commission to develop a state and local cooperative plan for the management of coastal resources in 20 North Carolina counties.
3. A local government center was approved by the legislature, which also clarified the authority of counties, cities, and towns to appropriate funds for its construction.
4. A regional forum was established by the North Carolina League of Municipalities and the North Carolina Association of County Commissioners to serve the needs of regional officials in the 17 multicounty planning regions. Policy issues, legislative proposals, and other regional affairs will be coordinated and channeled through the forum.
5. A statewide satellite annexation law authorizes municipalities to annex noncontiguous areas when city and property owners agree.
6. An executive order transferred five human services programs, including manpower and aging, from private agencies to local government if the appropriate regional organization exercises its option to administer these programs.

North Dakota
1. The attorney general upheld earlier legislation providing that agricultural land annexed into cities will be taxed at the same level as nearby agricultural land outside the incorporated limits until the use of such land is changed.

Ohio
1. The general assembly passed legislation permitting property tax relief for redevelopment projects in those municipalities certified as "impacted cities."
2. The Code of Ethics Law requires disclosure of sources of income for all state, city, and county elected officials, plus certain classifications of state appointed officials.
3. Limitations were placed on campaign expenditures for state and local elective offices; financial reports are required.
4. Local government employees were covered under state unemployment compensation legislation.

Oklahoma
1. Four-year staggered terms of office have been provided in statutory cities for mayor and council members, city marshal, street commissioner, and city clerk.
2. Property tax relief has been provided in two instances: (1) an additional $1,000 homestead exemption where gross household income does not exceed $4,000; (2) tax relief of no more than $200 as a credit on income tax returns to persons 65 or older, or any totally disabled head of household with gross income of $6,000 or less.
3. State law requires police officers to undergo psychological evaluation before receiving a permanent appointment.
4. A state district court struck down the recently enacted law authorizing municipal employees to empower agents for collective bargaining purposes on the grounds that the two cities involved are governed under home rule charters and the administrative management and financial management of the cities are vested in local officials only.

Oregon
1. Cities and counties signed an agreement which will allow cities to participate in setting project priorities for funding Federal Aid Secondary and Federal Aid Urban System projects, as defined in the Federal Aid Highway Act of 1973.
2. The Oregon Law Enforcement Council began the process of preparing standards and goals for the state criminal justice system for 1980.
3. According to state law, the state Land Conservation and Development Commission must prepare and adopt statewide land use planning goals and guidelines for use by state agencies, cities, counties, and special districts in preparing, adopting, revising, and implementing existing and future comprehensive plans.

Pennsylvania
1. The commonwealth court ruled that the Pennsylvania Department of Community Affairs may not, under its enabling legislation, apply standards of exclusionary development practices in a municipality as a basis for denying a state recreation grant. The commonwealth has appealed the decision.
2. The Pennsylvania Supreme Court abolished the doctrine of immunity from tort liability for all local governments including school districts. State immunity from liability, which is constitutional, is not affected.
3. Three annexations under the borough code were voided by the commonwealth court on the basis that, since the legislature failed to enact uniform annexation legislation within two years after adoption of the 1968 local government article of the constitution, initiative and referendum is the only procedure available for changing the boundaries of a municipality. An appeal to the Pennsylvania Supreme Court has been argued but not decided.
4. The new Municipal Police Officers' Education and Training Law requires every municipality (except Philadelphia) which has a police force to train every police officer hired after June 18, 1974, to meet standards to be established by a new education and training commission. The commonwealth will pay expenses and one-half of salaries during training.
5. The new Pennsylvania Municipal Retirement Law adds provisions for firefighters and combines uniformed and nonuniformed employee pensions in a single system. It also provides for optional plans under which, if approved, municipalities may join the state-managed system.
6. The department of community affairs adopted regulations notifying municipalities that grants-in-aid applications from any flood-prone municipality will be denied unless the municipality has taken action to become eligible for the national flood insurance program by enacting flood plain land use controls.
7. Boroughs and townships were permitted to undertake community development programs including urban renewal, public housing, Model Cities programs, and neighborhood development projects; previously, such programs could be carried out in these classes of municipality only by counties and county authorities.

Rhode Island
1. The general assembly established a statewide economic development corporation designed to attract industry to the state. The corporation will have broad powers to condemn land for business and industrial development, to issue bonds to purchase and develop land, to lease and manage property, and to override local zoning provisions if necessary to develop the land.

The same act also created a state department of economic development.

2. A solid waste management corporation was established to develop a statewide solid waste management plan and to provide a system of transfer stations and regional solid waste disposal and resource recovery facilities. The service will be made available under contract to all municipalities.
3. The state legislature passed a bill prohibiting cities and towns from requiring that their police officers and firefighters live in the municipality in which they work as a condition of employment.

South Carolina

1. The Municipal Improvements Act authorizes the establishment of special improvements districts and the financing of special improvements through either special assessments or special district bonds. Authorized improvements include open or covered malls, parks and playgrounds, pedestrian facilities, parking garages and underground parking facilities, and all incidents thereto.
2. The state legislature authorized the issuance of revenue bonds to finance the construction, operation, and maintenance of improvements to land. Such bonds are payable solely from payments received from persons constructing, operating, or maintaining improvements. The general credit of a municipality does not secure the bonds, nor is the issuance of such bonds considered an indebtedness of a municipality.

South Dakota

1. Most state and local retirement systems were consolidated into a single vastly improved system, initially funded by an appropriation of $5 million.
2. The State Constitutional Revision Commission recommended — and the state legislature has placed on the ballot — a proposed constitutional amendment abolishing sovereign immunity for the state and all units of local government.
3. Numerous acts were passed improving relationships and increasing cooperation between state and local government; Indian tribal governments were also included.
4. All counties are required to prepare a comprehensive plan by July 1, 1976; the legislative requirement is applicable to municipalities whose governing boards request a comprehensive plan.
5. The Local Government Study Commission was authorized by the legislature to provide impetus to home rule.
6. Pursuant to a constitutional amendment adopted in November 1972 authorizing home rule for all counties and cities, the legislature passed implementing legislation relative to powers and procedures.

Tennessee

1. The chancery court of Shelby County struck down Tennessee's open meetings law on grounds that the undefined requirement of "adequate public notice" of all meetings of governmental bodies is unconstitutionally vague. The case is being appealed to the state supreme court.
2. The requirement that the state department of finance and administration develop and attach fiscal notes to all bills introduced in the general assembly affecting state revenues was extended to include all bills (except local bills) increasing or decreasing local revenues.
3. Local governments were authorized to build solid waste resource recovery facilities; state funds were authorized for loans to local governments for plant construction.

Texas

1. The 1973 Texas legislature approved public employee collective bargaining legislation. The Police-Fire Collective Bargaining Act provides for local option collective bargaining and binding arbitration for police and fire departments.
2. An act requiring all political subdivisions of the state to provide workmen's compensation coverage for their employees was approved by the state legislature.

Vermont

1. A committee was established by the state legislature to further review and evaluate the proposed state land use plan.
2. The state has established a retirement system for employees of cities, towns, and other specified types of "municipalities."
3. The governor designated regional planning commissions to participate in highway planning under the terms of the Federal Aid Highway Act of 1973. In addition, the legislature created an 11-member state advisory transportation planning board, 3 members of which are to represent regional planning and development commissions of different geographical areas.
4. Procedures for formal interlocal cooperation have been simplified through amendments to the state statute authorizing creation of union municipal districts.

Virginia

1. The Sunday Closing Law establishes strict Sunday closing regulations but permits local repeal by referendum.
2. The Residential Landlord and Tenant Act sets standards for rental agreements, security deposits, eviction, access to dwellings, legal remedies, and grievances.
3. Welfare recipients designated as employable by a local welfare board under the Employment for Welfare Recipients Act are required to accept reasonable employment opportunities. No public assistance will be given to any employable person who either refuses to register with the local state employment office or refuses to accept a reasonable employment opportunity or training without good cause.
4. The Revenue Resources and Economic Commission was established to study the state and local tax structure, the distribution of wealth, the need for public services, and the division of sources of revenue and responsibility for public services.
5. The governing body of any county or city is empowered to establish a local office of consumer affairs.

Washington

1. A judicial decision upheld the financial affairs reporting requirements of the state public disclosure law which pertain to financial disclosure by elected officials and candidates for elective office as a permissible burden upon the right to seek office.
2. An office of community development was created to enhance coordination of federal and state programs directed toward local governments and to administer certain planning activities.
3. A state building code was adopted and made effective for all cities and counties. Limited local modification is allowed.
4. A state law exempted purchases of professional services by cities and towns from mandatory competitive bidding requirements and set forth penalties for public officials found guilty of intentional violations of other competitive bidding requirements.
5. State noise abatement and control legislation prohibits local government action until state adoption of maximum permissible noise level rules and regulations, or until January 31, 1975 — whichever is sooner. Localities will be permitted to adopt modified controls under special conditions after approval of the state department of ecology.
6. Cities and counties were empowered to create public corporations, commissions, or authorities having the same tax immunity as that held by the creating government (except insofar as real and personal property tax is concerned). The public entity would have responsibility for certain operations of the agency but would be excluded from responsibility for its debts.
7. The imposition of a planned unit development upon a parcel of land was ruled as constituting a rezoning, requiring compliance with local rezoning procedures.
8. Termination or revision by local governments of public works contracts affected by increased petroleum prices was authorized by a state law which included a formula for increased cost sharing by governmental units and private contractors.
9. Authorization was extended to all classes of cities to levy a special 2% excise tax on hotels to help pay for convention center facilities.

West Virginia

1. Municipalities were permitted by state law to contribute funds to health institutions.
2. The number of votes required for approval of sale or lease of a municipally owned

water works system was reduced by the state legislature.

3. State law allows police and fire department employees to appeal suspension time.
4. Special municipal elections may be held upon petition by 20% of the voters.

Wisconsin

1. State law removed statutory interest limits on city and village obligations and metropolitan sewerage district obligations.
2. The Wisconsin unemployment compensation law was extended to employees of governmental units with populations over 5,000 and to all school districts.
3. Cities and villages are permitted to annex areas surrounded by the municipality (as of December 2, 1973) which contain 65 acres or less and not more than 100 residents. Creation of town islands by annexation after the effective date of the act is prohibited.
4. Assessment of manufacturing real and personal property, previously undertaken by localities, is now carried out by the state.
5. Manufacturing machinery and equipment were declared tax exempt by the state legislature. Local governments will receive a 100% payment in lieu of taxes from the state in 1975 (based on state valuation); payment will be reduced each year by 10%.
6. The compulsory binding arbitration law for law enforcement and firefighting personnel was extended indefinitely and expanded to include cities, villages, and towns having a population of 2,500 or more.

Wyoming

1. State statutes now provide that cities, towns, and counties shall receive revenue from the use tax in the same proportion as from the state sales tax.
2. The Joint Powers Act allows political subdivisions to act jointly in financing and operating facilities, and provides loans for acquisition and construction of joint facilities.
3. Revisions to election laws require that all municipal elections be held on the same date and time as county and state elections.

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A2

Metropolitan Area Trends and Developments

Norman Beckman
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Library of Congress

By design, necessity, and even inadvertence, cities, counties, states, the federal government, and the courts continued in 1973 to respond to the complex challenge of guiding and directing metropolitan area growth, renewal, and development.

This report provides an overview of metropolitan area developments in 1973 and early 1974. Special notice is given to particularly innovative actions taken by jurisdictions and agencies at all levels of government. After a description of recent metropolitan area trends, this article examines the findings and recommendations of the Advisory Commission on Intergovernmental Relations (ACIR) regarding an intergovernmental strategy to achieve order in administration and political accountability in the 267 metropolitan regions in the United States. The remaining sections deal with metropolitan, state, and national actions designed to facilitate or encourage metropolitan approaches; with the increasing involvement of the courts in matters affecting equity of municipal services and in the problem of growth; and with the decision-making structure in metropolitan areas.

TRENDS IN METROPOLITAN AREAS

Population Shifts. Analysis of census data reveals that the rate of growth in large metropolitan areas has slowed sharply since 1970. The largest areas — those with a population of 2 million or more — grew hardly at all. Two of the largest, New York and Los Angeles, actually lost population. The U.S. Bureau of the Census found that for all metropolitan populations the growth rate for 1970-72 was 2.2%. If this rate continues, metropolitan population growth in the 1970s would amount to 11%, compared with a 16.6% growth rate in the 1960s.[1] Other studies of population trends in 30 states since the 1970 Census indicate that there is a significant trend away from metropolitan concentration.[2]

Most of the larger metropolitan areas continued to show a decrease in overall residential density, owing primarily to: sharp decreases in density in older central cities; a concentration of poor and minorities in the center; increasing office and decreasing retail and manufacturing employment in the center; increasing employment of all types in modern facilities in the suburbs in a dispersed but nucleated pattern; fiscal problems in the central city; and increasing antigrowth or controlled growth policies in the suburbs.

The most striking feature of population change in the central cities continued to be the polarization of metropolitan populations resulting from a loss of white population and large increases in black population. For the United States as a whole, the decrease of white population in the central cities was more than 1%. The central cities of the Northeast lost 10% of their white population between 1960 and 1970, while the West registered a gain of 13%. In suburban areas during 1960-70 the numbers of both blacks and whites grew by more than 25% (15 million whites and 800,000 blacks). The increase of whites in metropolitan areas took place entirely in the suburbs. The black population increased by 4 million in metropolitan areas, but only one-fifth of the increase was in suburban areas.

Agriculture and Urbanization. A U.S. Department of Agriculture report issued in 1973 examined the impact of urbanization on farmland and concluded that the current rate of urbanization has had little apparent impact on total U.S. agricultural production.[3] Land in intensive urban uses within SMSAs increased from 18 million acres in 1960 to 25 million acres in 1970. Only 10% of the total SMSA area has been intensively urbanized, however, and large acreages of cropland, grassland, and woodland remain close to central cities. SMSAs comprise 13% of the land area of the 48 contiguous states; but in 1969 these areas accounted for 17% of the farms, 14% of the harvested cropland, and 21% of the value of farm products sold.

Regional Issues. In the first Gallup survey ever taken concerning regional issues in a single metropolitan region, metropolitan area New Yorkers supported a regional approach to growth and development. They favored the following: statewide rather than local property taxes to finance schools; subsidies for public transportation; increased highway construction; improved environmental quality; and redevelopment of older cities in the metropolitan region.

The International City Management Association conducted a survey in 1972 to evaluate the effectiveness of councils of governments (COGs) and other regional councils.[4] The most important reasons cited by the respondents for joint councils were: (1) to obtain federal funds; (2) to contribute to the solution of areawide problems; (3) to establish a forum for the discussion of regional problems; and (4) to obtain state funds. The principal reported reasons for not joining a regional council were fear of loss of local autonomy and fear of domination by a larger city or county.

The most successful activities of councils, according to the respondents, are the review and coordination of applications for federal and state grants-in-aid, the promotion of communications among local officials, and the development of functional plans. The least successful activities are communications with citizens, comprehensive social planning, implementation of plans, and education of the public on metropolitan and regional affairs.

ACIR ON REGIONAL REFORM

The Advisory Commission on Intergovernmental Relations recommended in 1973 a threefold strategy to eliminate much of the present confusion in areawide affairs, to link planning with implementation, and to produce more authoritative regional decision making.[5] The strategy involves substate districting, local governmental reorganization, and the reassignment of functions. ACIR called on the states to take the initiative by providing a statutory framework for the creation of umbrella multijurisdictional organizations (UMJOs) on a statewide basis. It also called on the federal government to support the state initiatives.

The International City Management Association's Committee on Growth and the Environment endorsed the general concept: "Umbrella regional organizations should seek to coordinate local growth policies and provide localities with information and technical assistance that will enable them to make informed and rational growth decisions."[6]

The UMJO, as proposed by ACIR, would be the agency of local government dealing with intergovernmental problems. UMJOs would be empowered to:

1. Promote mutual problem solving among counties and cities and provide technical assistance to these units
2. Adopt and publicize regional policies, plans, and implementation programs
3. Provide inputs into the state's planning and budgeting process
4. Serve as the region's A-95 clearinghouse, with authority to resolve conflicts and with review and approval authority over relevant grant applications
5. Assume responsibility for implementing all federally supported areawide planning, programming, coordinating, or districting programs, and similar state undertakings
6. Resolve differences between state agency and local government programs and projects that conflict with adopted regional policies and plans
7. Act as the policy board for multijurisdictional special districts
8. Assume direct operating responsibilities for regional functions upon the affirmative vote of a majority of local members representing a majority of the area's population.

The UMJOs, as proposed by ACIR, would be responsible for many of the functions now performed by councils of governments and regional planning commissions, for example, areawide planning, communications, research, and technical assistance. A majority of the governing board membership of each UMJO would consist of local elected officials appointed by their governments. Population weighted voting procedures could be used to determine regional policies and programs.

A mix of federal, state, and local actions is recommended by ACIR to provide the UMJOs with the powers needed to help guide substate regional development.

The governor would select officials to represent the state on the UMJO's governing board, because the umbrella organization would be responsible for certain decentralized state programs and activities and would receive substantial state financial aid. Any state agency dividing the state for planning, administration, or service delivery would be required to have coterminous boundaries with the officially designated substate districts and UMJOs.

Since the early 1960s, most metropolitan areas have experienced a mushrooming of single- and multipurpose areawide districts supported by federal grants-in-aid. Across the country, over 4,000 geographic program areas have been recognized under 24 federal programs. The more common single-purpose district organizations include 481 Law Enforcement Planning Regions; 957 Community Action Agencies; 419 Cooperative Area Manpower Planning System Councils; 195 Comprehensive Areawide Health Planning Agencies; 115 Economic Development Districts; 56 Local Development Districts; 165 Resource Conservation and Development Districts; and 247 Air Quality Regions.

ACIR recommends that the UMJOs be authorized, by state legislation and new federal directives, to implement federally encouraged areawide programs. The organizations would be assigned decisive policy guiding, but not operating, roles over special districts and public authorities by amendment of the Intergovernmental Cooperation Act of 1968. This action would give them review and approval authority over grant applications covered by the A-95 process.

The Office of Management and Budget went on record during 1973 as making it clear that there was no contradiction between the idea of substate regionalism and the New Federalism advocated by the administration. It was noted that strengthening local governments involves encouraging them to cooperate in interlocal planning and management arrangements for solving interjurisdictional problems. The UMJO was cited as an effective model by means of which intergovernmental cooperation, planning, and management may be achieved.

Recent amendments to Circular A-95 (see below, under "Federal Review and Comment Requirements") support the UMJO approach by encouraging federal agencies to use substate districts to carry out federally assisted areawide planning and to require agreements between the substate agency and other areawide and local agencies on how planning will be coordinated when the latter are designated to carry out federally assisted functional planning.

METROPOLITAN REORGANIZATION AND COOPERATION

The trend of general nonacceptance of governmental reorganization continued in 1973. Few significant innovations in improved metropolitan decision-making machinery occurred during 1973 as a result of governmental reorganization and consolidation.

Citizen Reactions. In South Carolina a proposed constitutional amendment providing for the merger of the city of Columbia and Richland County was rejected. A proposed charter providing for consolidation of New Hanover County with Wilmington, North Carolina, was also rejected. Also defeated was a proposed charter consolidating Chatham County and Savannah, Georgia. Although a majority of Savannah voters favored the charter, the required concurrent majority was not met, owing to the county vote.

In Pinellas County, Florida, 14% of the registered voters participated in a referendum resulting in the rejection of a proposed county charter. The proposed charter had not provided for the consolidation of any of the 24 municipalities in the county. It would, however, have authorized the county (at the request of a municipality) to provide a number of urban services within the municipality, such as: police protection, airport and marina operations, refuse collection, feeder storm drainage systems, neighborhood parks and recreation facilities, water distribution, street construction and repair, and lot and block zoning within the limitations of the countywide land use plan.

Several study and charter commissions issued reports in 1973. In North Carolina, a charter commission prepared a draft charter consolidating the city of Durham and Durham County. A joint county and city charter study committee advocated the amalgamation of the city of Albuquerque and Bernalillo County in New Mexico.

In California, a 40-member citizens committee on reorganization is preparing a charter merging the city of Sacramento with Sacramento County. Somewhat anticlimactically, in New York State the Broome County Metro Study Commission issued a report declaring that "political reorganizations within Broome County are not feasible at this time nor will they be feasible within the foreseeable future."[7]

Several city-county consolidations became effective on January 1, 1974: Lexington and Fayette County, Kentucky, were consolidated; Nansemond, Virginia (previously a county but incorporated as a city in 1972), and Suffolk, Virginia, were also merged.

In a major annexation early in 1974, the city of Charlotte, North Carolina, added 43,838 persons and 32.57 square miles. This action was accomplished under provisions of a 1959 North Carolina law which authorizes annexation of land underlying urban development without a confirming vote by those in the annexed area.

Action by Regional Councils. The Metropolitan Washington Council of Governments developed an areawide service agreement authorizing assistance by fire departments, rescue squads, and ambulance services on an interjurisdictional basis. The Metropolitan Washington COG is also developing a region-wide water mutual aid agreement and a unified health data information system.[8]

Some areawide organizations are moving to develop and implement a housing fair share plan, a concept that originated several years ago with the Miami Valley Regional Planning Commission (Dayton, Ohio). Under this plan a regional council is responsible for allocating assisted housing throughout the region on the basis of community needs and on the ability of a community to absorb subsidized housing without loss of character. The aim of the fair share plan is to provide accessible and decent housing for low and moderate income persons in all the region's communities. Metropolitan councils in Denver, Washington, and Minneapolis-St. Paul have completed and implemented housing allocation plans. Five additional councils have set guidelines for designing allocation plans, and other councils are in the discussion stage.

The Delaware Valley Regional Planning Commission has adopted a comprehensive regional housing plan for the five Pennsylvania and four New Jersey counties over which it has jurisdiction. This plan differs from the other fair share plans in that it allocates housing for all income groups, not just low and moderate income, and it covers a longer time frame — 1970 to 2000.

FEDERAL DEVELOPMENTS

In 1973 there was significant federal legislative action supporting the creation of metropolitan or areawide mechanisms in at least five major legislative program areas — transportation, manpower, law enforcement, services for the elderly, and health delivery systems. These actions support the trend of federal encouragement of metropolitan or region-wide planning, as evidenced by previous legislation dealing with solid waste disposal, water pollution control, and coastal zone management.

Transportation. The federal government's mandate to provide for urban transportation needs was significantly changed in 1973 with the enactment of the Federal Aid Highway Act (P.L. 93-87). The act permits use, for the first time, of the Highway Trust Fund for mass transit purposes.

The 1973 act provided for $780 million in fiscal year 1974 and $800 million each year for fiscal years 1975 and 1976 for the urban highway system. These funds, traditionally for purposes such as arterial highways within urban areas, come from the Highway Trust Fund. Beginning in fiscal year 1975, however, this urban system allocation may be used for roads or passenger bus purchases, up to a total of $200 million. In fiscal year 1976, all or any part of these allocations may be used by urban areas for roads, or fixed rail transit systems, or buses.

The Federal Aid Highway Act of 1973 also contributed to meeting urban transportation needs by:

1. Permitting approval of the construction of exclusive bus lanes, traffic control devices, bus loading areas, and fringe parking facilities on federally assisted highway systems
2. Permitting use of Federal Aid Highway funds for construction of bicycle lanes and pedestrian walkways
3. Providing $3 billion in contract authority for capital investments in mass transit facilities.

Of special significance to improved regional decision making and planning of transportation services is the provision in the act for additional metropolitan transportation planning funds. One-half of 1% of the noninterstate funds allocated to urban areas is provided for such planning, which must be consistent with areawide plans. The funds are proportioned by the states to eligible metropolitan planning organizations, such as councils of governments, and the planning process is carried out cooperatively by the states and the local recipients.

To provide for prompt implementation of the provisions of the act allocating planning funds directly to metropolitan areas, each governor was notified by the U.S. Department of Transportation of the multiple sources of funds now available for transportation planning and of the need to coordinate the planning process at the metropolitan level. The department also requested that a single agency be designated as the recipient of all transportation planning assistance funds in each metropolitan agency.

Manpower Reform. The Comprehensive Employment and Training Act of 1973 (P.L 93-203) restructures the manpower programs previously operated under the Manpower Development and Training Act, the Economic Opportunity Act, and the Emergency Employment Act. The new act replaces numerous categorical programs with a decentralized manpower program responsive to local needs and a program of federal financial assistance to state and local governments for public service jobs in areas of high unemployment.

Of special interest to the concern for operating manpower training programs in accordance with the realities of an areawide job market are the arrangements for local administering agencies, identified in the act as "prime sponsors." The prime sponsor must arrange, to the extent feasible, for the coordination of assisted services relating to manpower and manpower-related programs.

Prime sponsors are defined as: (1) the state (but only with respect to areas not served by other prime sponsors); (2) units of general local government with populations of 100,000 or more; (3) any combination of units of general local government as long as one member of the combination has a population of 100,000 or more; or (4) any unit or combination of units of general local government which (*a*) serves *either* a substantial part of a labor market *or* a rural area with high unemployment, *and* (*b*) demonstrates both a capability to carry out the program as efficiently as the state and special needs for services in the area.

In order to receive financial assistance for any fiscal year, the prime sponsor must submit a comprehensive manpower plan to the Secretary of Labor. The participation of community-based groups is required in the development of the plan. The manpower plan must also provide for appropriate utilization of manpower services available from state agencies and Community Action Agencies and must establish a representative planning council to serve in an advisory capacity.

Law Enforcement. In August 1973 the President signed legislation (P.L. 93-83) extending authorization for the Law Enforcement Assistance Administration (LEAA) through 1976. The act authorizes appropriations of $1 billion each for fiscal years 1974 and 1975 to aid state and local governments in reducing crime and improving the nation's criminal justice system.

Several major changes in the LEAA program are of special relevance to areawide planning programs. The act increases the minimum law enforcement and criminal justice planning monies to each state from $100,000 to $200,000 and requires that 40% of a state's planning grant be passed through to local governments.

The act provides that state planning agencies and optional regional planning units be comprised of a majority of local elected executives and legislative officials from units of general purpose local government. Planning grants remain at 90% for state and local programs — except that regional planning units may receive up to 100% of expenses incurred. The initial planning allocation has been raised to $200,000, and a new section has been added to permit the use of both block grants and discretionary funds for planning assistance to interstate metropolitan regional planning units.

The amended act requires that states provide a procedure under which local plans may be submitted directly to the state by units of government (or combinations of such units) having a population over 250,000. These plans can be approved in whole or in part by the state when they are in pursuance of a comprehensive local plan and are compatible with the state comprehensive plan.

Another new section of the act with potential for encouraging areawide approaches requires state plans to include funding incentives for units of local government to coordinate and combine law enforcement and criminal justice functions.

Services for the Elderly. The Comprehensive Older Americans Service Amendments of 1973 (P.L. 93-29) basically expand the scope of services provided to the elderly. The amended act also provides for new manpower programs, library services, and multipurpose facilities for the aged. The amendments substantially change the organizational structure of delivery agencies, which are the focal points in planning and developing service systems and providing areawide planning for comprehensive, coordinated community-based services for the elderly.

Each state must establish planning and service areas (PSAs). Any unit of general purpose local government with over 50,000 people age 60 or over is to be designated as a planning and service area. Any region within the state recognized for purposes of areawide planning that includes one or more such units of general purpose local government may also be designated as a PSA when the state determines that the designation of such a regional planning and service area is necessary.

The area plans developed by the PSAs must, among other requirements, provide for the establishment of a comprehensive and coordinated system for the delivery of social services. The area plan must also: provide that the area agency on aging will conduct periodic evaluations of activities carried out pursuant to the plan; take into account the view of recipients of services; and establish an advisory council, consisting of representatives of the target population and the general public, to advise the area agency.

Health Maintenance. The Health Maintenance Organization Act of 1973 (P.L 93-222) will have a significant impact on providing medical care on an areawide basis. The act authorizes a five-year program of assistance for the development of health maintenance organizations (HMOs) by both public and private entities. The purpose of HMOs is to bring together a range of personal medical services and provide patients with comprehensive medical care within a single organization. They also seek to promote preventive medicine and to lower medical costs through the use of a fixed fee contract paid in advance by all subscribers.

The act provides for grants, loans, and contract authorities to assist public and private organizations in the preparation of feasibility studies, development of plans, and the initial operation or the expansion of HMOs. Applications for proposed HMO assistance cannot be approved unless the official health planning agency covering the area to be served has had the opportunity to review (and in some cases, according to state law, approve) the application and to make recommendations.

Federal Review and Comment Requirements. In November 1973 the Office of Management and Budget (OMB) revised and extended Circular A-95.[9] This circular furnishes guidance concerning the review, by state and local governments, of applications for federal assistance, in order to ascertain the relationship of proposed projects to state, areawide, and local plans and programs. Review is now done through state and regional "clearinghouses" — usually comprehensive planning agencies.

Major changes in the revised circular include a written explanation to OMB and the clearinghouse as to the reasons for federal funding of an application that received a negative review. In addition, written comments submitted to the areawide clearinghouse by other jurisdictions, agencies, or parties must be included as attachments when they are at variance with the clearinghouse comments.

Other changes include the A-95 review of multisource programs. These include Integrated Grant Administration activities, Department of Transportation unified work programs, environmental protection consolidated program grants, and areawide manpower plans. Changes relative to housing programs include an increase in the time permitted for review (from 15 to 30 days); addition of the Farmers Home Administration and Veterans Administration to the review process; and lowering of the minimum unit levels subject to review.

The revision also expands the coverage of the Planning Notification and Review System to a wider array of programs in the areas of health, education, and manpower. While there have been a number of human resource programs (such as Community Action, law enforcement, and juvenile delinquency) under earlier coverage, most programs covered are oriented to physical development. Some 150 federal aid programs are now subject to A-95 clearinghouse review in order to bring about greater consistency with comprehensive development plans being formulated in a growing number of metropolitan areas.

Other Federal Actions. Other actions on the part of the federal government have included the following:

Standard Metropolitan Statistical Areas. The Office of Management and Budget announced changes in the definition of a Standard Metropolitan Statistical Area. There are 267 SMSAs in the United States and Puerto Rico.[10] Under the new criteria, 4 SMSAs have been added, 12 were combined into 6 areas, the titles of 14 areas were changed, and the definitions of 98 other SMSAs were affected in other ways. Basically, the revisions changed the criteria on twin cities and contiguous counties; added a provision relative to loss of designation; added a special "central core" concept relative to the unique nature of New England regions; and added more explicit language on qualifying cities in adjacent counties and on contiguous counties eligible for inclusion in more than one SMSA.

"701" Planning Assistance. Local and metropolitan planning is federally supported through nearly 50 assistance programs in functional areas that are part of categorical grants. The Comprehensive Planning Assistance Program (Section 701 of the Housing Act of 1954) is the only program designed to aid comprehensive planning. It has grown to $100 million per year and assists multijurisdictional (or areawide) planning in all 267 metropolitan areas.

In 1973 the National Association of Regional Councils (NARC) took the Department of Housing and Urban Development to court to try to prevent HUD from changing its regulations to permit states to administer all intrastate 701 regional and metropolitan areawide planning grants and was sustained by the court. However, HUD does plan to implement the state channeling policy in fiscal year 1975 (if both local and state agencies agree) on a voluntary basis.

Administration of HUD 701 funds for fiscal year 1975 and thereafter will be governed by two key elements:

1. Development of an advisory committee and a process involving the state, regional councils, and other 701 recipients to discuss, coordinate, and prepare a statewide overall program design and propose an allocation system for 701 funds
2. Agreement that all 701 recipients eligible for direct HUD funding can continue a direct federal relationship if they desire or, by mutual agreement, can become a part of the statewide office of planning development and allocation process.

Environmental Regulation. The federal government in the late 1960s decided that certain metropolitan environmental problems, especially water and air pollution, could not be solved solely by reliance on federal grants-in-aid. The federal government has since established rigorous standards which must be included in state management programs and retains the right to revise and enforce air and water quality standards where state standards are deemed deficient. States are also being required to create new institutions with authority for both planning and management of pollution abatement for entire urban regions.

The Clean Air Act Amendments of 1970 represented an especially sharp break with earlier approaches to air pollution abatement, which relied on grants to state and local governments. The Environmental Protection Agency (EPA) was directed to designate as an air quality region any interstate area or major intrastate area which it deemed necessary or appropriate for the attainment and maintenance of ambient air quality standards. The states are required (after public hearings) to adopt and submit a plan for the implementation, maintenance, and enforcement of air quality standards. Should a state fail to submit a plan, or if the submitted plan fails to meet federal standards, EPA is authorized to impose federal standards in the state.

By the end of 1973, 29 metropolitan areas, with 43% of the nation's population, still did not have acceptable air pollution abatement plans; these areas face the possible imposition of automotive transportation controls by EPA.[11]

STATE ACTIONS

Expenditures by states account for about one-third of all government spending in the United States. States enact and administer the largest body of laws governing metropolitan populations. Cities and counties must look to the states for the legal authority to create metropolitan mechanisms to meet urban needs best dealt with on an areawide basis. During 1973 the states continued to pass significant and innovative legislation with direct bearing on metropolitan area issues, such as transportation, social and welfare services, and regional decision-making machinery.

State Action on Transportation. State governments, spurred on by the energy crisis, were active in the field of mass transportation in 1973. At least seven states (Arkansas, California, Colorado, Connecticut, Massachusetts, Tennessee, and Washington) made new funds available for mass transit. The Arizona legislature created a department of transportation with divisions for aeronautics, highways, motor vehicles, public transit, and transportation planning.

Several states responded to the need for metropolitan area mass transportation systems. The Connecticut legislature created a state transportation fund to be drawn from the current multimillion dollar highway fund, with specified percentages earmarked for mass transit use. Mass transit funds will increase from 10% of the fund in fiscal year 1975 to 20% in fiscal year 1977.

The Colorado General Assembly granted regional transportation districts the authority (subject to voter approval) to levy a one-half of 1% sales tax for mass transit. In a special election in September 1973, the voters in the six-county Denver area approved the creation of the Denver Regional Transportation District and supported, with a more than 57% majority, a $1.56 billion regional transportation system. The plan includes the development of approximately 92 miles of personal rapid transit, utilizing passenger vehicles operating on elevated guideways.

The Massachusetts General Court enacted a comprehensive statewide transportation package. It includes $95 million to help cover mass transit deficits and $45 million in bonding authority for local transit systems. Counties were given the authority to levy up to two mills in property tax for public transportation, subject to voter approval. Transit districts in cities and counties will receive $1 million from state liquor profits, to be distributed on a per capita basis. Commuter lanes, to be reserved for the use of buses and certain other multiple-occupant motor vehicles, were created on state highways.

Social Services Consolidation. In May 1972 the President proposed the Allied Services Act, which proposes to authorize state and local governments to consolidate the planning and implementation of a wide range of social service programs available through the Department of Health, Education, and Welfare into a coordinated human services delivery system. As proposed, the act would require each governor to divide his state into service areas, within which the human services programs would be coordinated. To the greatest extent possible, these service areas are to conform to existing geographic areas established for other planning purposes. As yet, no further action has been taken on this proposal.

At least one state, however, has enacted similar legislation. The 1973 Minnesota legislature authorized the establishment of multicounty human services boards comprised of one or more contiguous counties of at least 50,000 population or all the counties within one of 11 development regions. The human services boards will have power to manage the existing public resources now regulated by the departments of correction, health, and public welfare. This includes the power to employ necessary staff; to deliver services directly or through contract with governmental or nongovernmental entities; to develop a plan for the delivery of human services, including court services, public health services, public assistance, mental retardation services, and other similar services; and to receive and expend funds.

The participating boards will determine the proportional financial responsibility of each county. The departments of corrections, health, and public welfare are required to provide funds from any grant or subsidy program or other authorized source to the human resources board based on a plan satisfying the standards and regulations of the individual state agency. The state planning agency is required to designate up to two such boards as participants in a pilot study to plan for the development and delivery of services and programs contemplated in the act. The designated boards will receive financial assistance.

Housing is an important element in developing balanced metropolitan areas, and the increase of new jobs in suburban areas makes an adequate supply of housing for all income levels of fundamental importance. However, areawide approaches to housing suffered two legislative setbacks in 1973. In New York the legislature curbed the powers of the state urban development corporation by giving towns and villages the power to veto the corporation's low and middle income housing projects. (Concurrently, however, the legislature increased the corporation's bonding authority by $500 million.) In Minnesota the legislature rejected a proposal to allow the Minneapolis-St. Paul Metropolitan Council to act as a housing and redevelopment authority for the area.

Substate Planning and Development. In recent years 45 states have organized coordinated substate districts. In 1973 at least 3 states adopted potentially significant innovations in this area.

Pursuant to previous state legislation, the Florida Department of Administration established multi-county planning commissions (MCPCs) for each of the state's ten regional planning districts. Each MCPC is to prepare a comprehensive plan for its district by July 1, 1975. The act grants the MCPCs the important power of reviewing the annual budgets and plans of the special districts in their areas. Further, the MCPCs have broad responsibilities for administering planning programs in such areas as health, public works, manpower, economic opportunity, transportation, and pollution abatement. Safeguards for assuring review by local governments and for public hearings are built into the act.

By executive order, the governor of Ohio established two types of regional coordinating devices: 11 service districts and 15 planning regions, to be locally constituted, multifunctional bodies. This two-tier system is designed to cut through 366 overlapping state service districts.

The Maine legislature voted to permit the establishment of a regional planning commission by vote of the municipal officers in the region. A minimum of seven municipalities is needed to form a commission, which has the power to prepare a comprehensive regional plan, coordinate with state and federal planning and development programs, and provide planning assistance to municipalities.

California established, by initiative, six new regional commissions for land use regulation in the coastal zone. Oregon provided for UMJOs in metropolitan regions. In a related development, the North Carolina General Assembly enacted the Consolidated City-County Act of 1973, which provides that upon the consolidation of a city and a county the area encompassed by the former city becomes an urban service and tax district. Provisions are also made by the act for the establishment of other urban service and tax districts and the expansion or consolidation of the districts. The general assembly also enacted a general law authorizing cities and counties to establish commissions to consider the desirability of functional consolidation and the amalgamation of local units of government, and to submit proposals to the voters for their approval or rejection in referenda.

COURT ACTION ON METROPOLITAN DISPARITIES AND GROWTH

The Fourteenth Amendment to the Constitution states that "No State shall . . . deny to any person within its jurisdiction the equal protection of the laws." This and other provisions of the Constitution are increasingly the basis for actions regarding public services in metropolitan regions. A number of decisions regarding uniform use of and access to tax resources by local governments, the right to travel and privacy, and the police power of local governments were mandated by federal and state courts in 1973 and 1974.

Public education in the United States is financed primarily through local property taxes. Reliance on local property taxes has, in some cases, led to an inequitable situation because of the variations in the tax base. In 1973 eight states (Colorado, Florida, Indiana, Maryland, Michigan, North Dakota, Utah, and Virginia) made major changes in their school financing formulas in order to compensate for the disparities among local districts. In addition, several states increased the state share of school costs: Maine increased state support from 33% to 50% of costs, and North Dakota assumed 70% of all school costs.

In March 1973 the U.S. Supreme Court, by a 5-4 majority, held, in effect, that the Texas school finance system does not violate the Fourteenth Amendment rights of school children residing in districts with relatively lower assessable property wealth.[12] The Court decision in this case would appear to allay, at least for the present, suits challenging, on constitutional grounds, state school systems relying heavily on local property taxation. That is not to say, however, that the subject may not command continuing state judicial and legislative attention.

In April 1973, following the above-mentioned Supreme Court decision, the New Jersey Supreme Court held that the New Jersey school system failed to provide the "thorough and efficient" education required by the state constitution.[13] After further argument, the New Jersey court, recognizing the difficulties of sudden changes in fiscal policy, decided that it would not disturb the statutory financing scheme unless the legislature failed to enact and effect legislation compatible with its decision.[14]

Recent controversy surrounding the busing issue has stemmed from lower federal court decisions mandating the merger of urban and suburban school systems, and consequent interdistrict busing, to ensure desegregation throughout an entire metropolitan area. The Sixth Circuit Court of Appeals in 1973 affirmed a district court decision which had rejected three desegregation plans for the city of Detroit.[15] The district court held that relief of segregation in the public schools of the city of Detroit could not be accomplished within the corporate geographical limits of the city. The appeals court, however, remanded the case to the district court for further proceedings. On November 19, 1973, the Supreme Court granted review in the Detroit case and thus had an opportunity to elaborate on the constitutional principles in this area.[16]

An important development in early 1974 in the area of metropolitan growth was a federal court ruling on the Petaluma, California, growth control plan.[17] In a far-reaching decision, a federal district court held that the city's plan to limit new construction to 500 units per year for five years infringed on individual freedom of movement.

In several other cases state courts have invalidated "fees" for new construction. For example, a Florida circuit court found that the city of Hollywood's 1% fee on all new construction for park development violated both the federal and state constitutional guarantees of equal protection, and rejected the city's claims that the ordinance was a lawful special assessment, a valid regulatory measure, or a proper method of raising revenue under licensure taxation.[18]

In another development, the Supreme Judicial Court of Massachusetts[19] upheld a state statute authorizing the state housing appeals committee and local zoning boards of appeal to override local zoning ordinances that hamper the construction of low and moderate income housing.[20]

In April 1974 the U.S. Supreme Court, in a 7-2 decision on the case of *Village of Belle Terre* v. *Borass*, entered the zoning issue when it upheld a local ordinance restricting land use to one-family dwellings occupied by traditional family units or by groups of not more than two unrelated persons. The Court cited a line of precedents in showing deference to local zoning authorities when they have tried to promote environmental values of their own choosing.[21]

PROGRESS IS INCREMENTAL

The observations in a September 1971 Council of State Governments report on the value of substate districts are equally relevant to other areawide developments in 1973 and early 1974.[22] The characteristics of improved metropolitan decision-making mechanisms that make them useful, as described in that report, include:

1. Providing a structure which enables state and local elected officials to coordinate an intergovernmental approach to areawide problems without creating a new layer of government
2. Meshing with the thrust of the federal government's approach to areawide problems and offering intergovernmental consistency
3. Not precluding use of other mechanisms or creating barriers to innovative variation.

The beauty of the modifications, adaptations, and more decisive actions to achieve more efficiency and equity in metropolitan areas continues to lie in their details. The year saw innovations and occasional consolidations at the metropolitan level, and state action on urban transportation, human services administration, and substate districting. At the national level five major pieces of legislation creating or significantly strengthening metropolitan approaches were adopted in 1973. In addition, significant executive branch initiatives were taken to improve the flow of information prior to metropolitan development decisions. Finally, the courts expressed continuing willingness to address the metropolitan "political thicket."

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[1] "Cities Growth Rate Sharply Slower," *Washington Post*, 28 September 1973, p. A7.

[2] Ibid.

[3] U.S., Department of Agriculture, *Farming in the City's Shadow*, Agriculture Economic Report No. 250 (Washington, D.C.: Government Printing Office, 1974).

[4] International City Management Association and U.S., Advisory Commission on Intergovernmental Relations, "City/County Relationships with Regional Councils of Elected Officials," Washington, D.C., 1972. Results of this survey appear in the following report: Douglas Harman and Mary Ann Allard, *Local Evaluation of Regional Councils*, Urban Data Service Report Vol. 5 No. 3 (Washington, D.C.: International City Management Association, 1973). The remaining material appearing under "Regional Issues" in this article is based on this UDS report.

[5] U.S., Advisory Commission on Intergovernmental Relations, *Regional Decision Making: New Strategies for Substate Districts*, vol. 1 in the series Substate Regionalism and the Federal System (Washington, D.C.: Government Printing Office, 1973).

[6] International City Management Association, Committee on Growth and the Environment, "Managing Growth," *Public Managment*, September 1973, p. 4.

[7] Joseph F. Zimmerman, "Metropolitan Developments in the United States," *Studies in Comparative Local Governments* [The Hague] 7 (Winter 1973): 52-56.

[8] For more detailed information on these and related developments see ibid.

[9] 38 *Federal Register* 32872-32881, Nov. 28, 1973.

[10] *Statistical Reporter*, June 1973, #73-12: 192-97.

[11] See Joseph F. Zimmerman, "Spread Cities and Impending Transportation Crisis," paper presented at the 1973 National Conference on Government, Dallas, Tex., 15 November 1973. (Mimeographed.)

[12] *San Antonio Independent School District* v. *Rodriguez*, 411 U.S. 1 (1973).

[13] *Robinson* v. *Cahill*, 303 A.2d 273 (1973).

[14] *Robinson* v. *Cahill*, 306 A.2d 65 (per curiam) (1973), *cert. denied sub nom, Dickey* v. *Robinson*, 42 L.W. 3246 (October 23, 1973) (No. 73-430).

[15] *Bradley* v. *Milliken*, 484 F.2d 215 (1973).

[16] No. 73-434, 42 L.W. 3300 (November 19, 1973).

[17] *Construction Industry of Sonoma County* v. *City of Petaluma*, F.2d (1974).

[18] *Venditti-Sivaro, Inc.* v. *City of Hollywood*, No. 73-767 (Fla. Cir. Ct., 7th Cir. 1973).

[19] *Board of Appeals of Hanover* v. *Housing Appeals Committee*, 294 N.E.2d. 393 (1973).

[20] The above cases were identified and described by Marcia Rotunda of the U.S. Congressional Research Service.

[21] *Village of Belle Terre* v. *Borass*, 42 *U.S. Law Week* 4475 (April 1974).

[22] Council of State Governments, *Sub-state District Systems* (Lexington, Ky.: Council of State Governments, 1971), p. 10.

A 3

Congressional Action Affecting Local Government

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The progress of a bill through the Congress has been characterized as the "dance of Legislation."[1] From a distance the dance appears slow and tortuous. But viewed at close range the dance is faster, more intricate, and more likely to be rewarding. This is particularly true as regards the legislative record of the 93rd Congress during the last half of 1973 and the first half of 1974 on bills that affect local government.

The list of significant pieces of legislation, signed by the President, with direct impact on cities is small. It includes: the Housing and Community Development Act of 1974; Amendments to the Fair Labor Standards Act; the Comprehensive Employment and Training Act of 1973; the Comprehensive Emergency Medical Services Act of 1973; the Flood Disaster Protection Act of 1973; and the Disaster Relief Act Amendments of 1974. Thus, in terms of the number of visible and concrete accomplishments, and viewed from a distance, congressional activity appears meager and slow.

However, in terms of the measures actively under consideration — and in view of the actual time it generally takes for a thorough consideration of proposals — there was a great deal more activity in 1973-74 than might appear at first glance. Among a variety of subjects under active consideration by Congress of particular importance to cities, counties, and regional councils were land use, uniform relocation, and fire prevention and control.

In terms of the significance for local government of the bills that were passed, this was a very productive year for Congress. Passage of significant legislation takes time. If bills are to be thoroughly aired and refined, and if they are to have wide public acceptance, Congress, like a city council or a county commission, must deliberate carefully and at length. Revenue sharing, for instance, was first suggested as a subject appropriate for action in the 1950s. But revenue sharing legislation was not passed until 1972. The same lengthy process was followed for the important bills passed by the 93rd Congress.

MAJOR LEGISLATION

Community Development and Housing. Federal assistance for community development activities was inaugurated with the passage of the Housing Act of 1949,[2] which created the urban renewal program. In the intervening years Congress has created community development programs for open space preservation, water and sewer facilities, neighborhood renewal, and Model Cities. By the 1970s several billion dollars annually was being appropriated by the Congress for these separate categorical grant programs for community development.

In addition to the community development programs, Congress provided for a number of housing programs. These included programs allowing low income families to lease or purchase single-family dwellings, rent subsidy programs for persons living in multifamily dwellings, and other federal assistance for moderate and low income individuals.

By the 1970s it was apparent that these separate categorical programs were not meeting community development and housing needs. There were a number of reasons for the failure of the programs. Clearly, a significant reason for the unpopularity of the programs (especially those for community development) was the overwhelming amount of federal red tape and requirements for administering the programs. The existence of separate programs and the stringent federal requirements kept individual municipalities from effectively coordinating their various development activities. The concepts underlying many of the housing programs were, in fact, proving questionable. Most local officials were unable to tailor their programs to unique local needs.

The dissatisfaction, especially with the community development programs, led to one of the major innovations in federal funding for local governments since the end of the Second World War. The concept of a community development block grant, or community development special revenue sharing, was developed early in the first Nixon administration. The President proposed the consolidation of the existing community development programs into a single block grant which could be spent by each local government according to its own perception of its needs and problems. Five years later President Gerald R. Ford signed the Housing and Community Development Act of 1974.[3] The dance of this particular piece of legislation was tortuous indeed. But the result of the process was the development of a major innovation in federal funding for local community development.

Provisions. The complete omnibus community development and housing bill is complex and lengthy. However, its major community development (Title I) and planning (Title IV) features are of particular interest to municipalities.

The objective of the community development block grant, according to the bill, is the development of viable urban communities. Activities or programs directed toward this goal (and thus eligible for assistance under the block grant program) include: the elimination of slums and blight and the prevention of blight; the elimination of conditions which are detrimental to health, safety, and public welfare; the conservation and expansion of the nation's housing stock; the expansion and improvement of the quantity and quality of community services; and a more rational utilization of land and natural resources in local governments.

Funds originally appropriated for a number of separate categorical programs (urban renewal, neighborhood facilities, open space land, basic water and sewer facilities, and Model Cities) were made available to individual communities on the basis of a formula entitlement. The communities receiving funds under the entitlement were eligible to spend these funds for any mix of the above activities.

Cities over 50,000 population located in metropolitan areas, counties in urban areas with more than 200,000 population (excluding incorporated areas), and other jurisdictions with previous community development experience were eligible to receive funds. For all these communities, Congress authorized that over the next three years $8.4 billion be spent for the community development block grant.

Each community is required by the law to have the U.S. Department of Housing and Urban Development (HUD) approve an application before it can use its entitlement money. Once HUD has approved the application (which must include an identification of both the short- and long-term community development needs of the community and a formulation of specific program activities), the money can be used for acquisition of real property, clearance, demolition, removal, and rehabilitation — as well as all other traditional community development activities.

Minimum Wage and Overtime. In many respects, the good news from Congress of the past year was the passage of the community development block grant. From the point of view of local governments, the passage of the 1974 Amendments to the Fair Labor Standards Act (FLSA)[4] might be regarded as the bad news. These amendments brought public employees under the provisions of FLSA for the first time. In the early fall of 1973 a similar bill had been passed but had been vetoed by the President as being inflationary.

In the spring of 1974, the amendments were reintroduced in the Congress and were passed relatively rapidly over the strong objection of local and state government officials led by the National League of Cities, the U.S. Conference of Mayors, and the International City Management Association (ICMA).

Objections to the FLSA amendments did not, in fact, center on the setting of minimum hourly rates for local and state employees. These rates were set at $1.90 an hour in 1974; $2.00 an hour beginning January 1975; $2.20 an hour beginning January 1, 1976; and $2.30 an hour starting January 1, 1977. For the most part these wages were viewed as reasonable.

The major problem concerning the amendments was the extension of coverage of the act's overtime provision to firefighters and police. The act provided that public safety employees must be paid overtime for all on duty hours over an average of: 60 hours a week during the year beginning January 1, 1975; 58 hours beginning in 1976; and 54 hours beginning in 1977. Thus, after January 1, 1977, fire and police personnel would be paid overtime if they were on duty over 54 hours a week or over the national average work week for fire and police personnel as determined by the Secretary of Labor.

To the casual observer, this would not appear to be a very difficult provision to meet. However, given the prevalence of the 24-hour shift (including sleeping and eating time) among firefighters and the peculiarities of fire duty schedules, adherence to these provisions may be very expensive and complicated.

Two provisions relating to overtime for firefighters are most troublesome. The first states that the work week be determined on the basis of a 7- to 28-day work cycle rather than on a simple 7-day or one-week cycle used for all other employees in municipal government. Several problems arise from this. First, according to an ICMA Urban Data Service survey taken in the spring of 1974, most fire departments are on duty cycles which are less than 7 or more than 28 days. This means that municipalities must pay additional overtime, change firefighters' duty cycles, or get special dispensation from the U.S. Department of Labor in the calculation of their work week.

Another problem arising from this provision (shown in a recent ICMA Management Information Service Report on fire duty schedules)[5] is that none of the 24-hour fire duty period schedules, and none of the "10-14" (i.e., 10-hour day shift, 14-hour night shift), "9-15," and "11-13" schedules possible in the 7-to-28 day cycle, computes to a 58-hour average duty week.[6] Several schedules work out to 56 hours, and the next longest average week exceeds 58 hours. Therefore, the effect of the overtime requirement in the second year (1976) of the program would be to require fire duty schedules to be limited to 56 rather than 58 hours per average duty week if overtime pay is to be avoided.

Finally, there is the problem of sleeping and eating time. Firefighters on 24-hour shifts must sleep and eat on the job. But the legislation does not contain any provision that would exempt such time from the calculation of hours worked. Therefore, although more than 10 hours of a 24-hour shift may be spent asleep or eating, all on duty time is counted as hours worked.

Critics have maintained that it is unconstitutional for the Congress to regulate on state and local government personnel practices in such a manner. To test this proposition, the National League of Cities and others have joined in a suit which will test in the courts the constitutionality of these amendments. This suit is not expected to be heard before early 1975.

The Department of Labor is expected to issue regulations by the end of 1974 which should address many of the unanswered questions concerning policies and practices to be followed in regulating minimum wages and overtime pursuant to the Amendments to the FLSA. Of particular interest to local governments is a decision, expected to be issued in December 1974, as to whether up to 8 hours of sleeping time and 3 hours of eating time on 24-hour shifts would be excluded from the overtime provision.

Comprehensive Manpower Reform. In addition to the community development and housing legislation which consolidated several community development and housing programs into separate block grants, Congress also consolidated several manpower programs into a single new manpower block grant. The Comprehensive Employment and Training Act of 1973 (CETA)[7] was signed on December 28, 1973, by President Nixon, who called it "one of the finest pieces of legislation to come to my desk this year." The passage of the legislation ended almost five years of efforts to reform existing manpower programs on the part of both Congress and the administration.

CETA decentralized the administration of and decategorized the expenditures authorized by several programs that were authored under two previous pieces of legislation: the Manpower Development and Training Act, and Title I of the Economic Opportunity Act. In total, more than a dozen different national categorical manpower programs were consolidated, including three neighborhood youth corps programs, four public service careers programs, Operation Mainstream, Job Corps, the Concentrated Employment Program, and the Public Employment Program.

Under the new legislation about 500 local units of government (cities and counties) and the states would become recipients of the grants. The recipients, referred to as "prime sponsors," would include: each state; units of general local government (cities and counties) with a population of 100,000; and a combination of local governments containing at least one unit of 100,000 or more persons. To be eligible, a county that is designated must have a population of 100,000, exclusive of a central city population within its jurisdiction.

Funds under Title I of the program will allow prime sponsors to perform a number of services and undertake a number of programs. Included in these programs are:

1. Recruitment, orientation, counseling, testing and placement, and follow-up services
2. Classroom instruction in occupational skills and other job-related training, including basic education
3. Subsidized, on-the-job training by public and private employers
4. Allowances for persons in training
5. Supportive services as necessary in medical care, child care, and help in obtaining bonding needed for employment
6. Transition public employment programs.

The specific mix of programs or services is determined by each prime sponsor. A number of restrictions have been placed on the program, including a prohibition against any individual continuing to receive training allowances for more than two consecutive years.

Each prime sponsor is required to set up a planning council that includes members who are representative of the client community. The law requires that the council have a staff to recommend plans and goals for each prime sponsor's block grant.

Title II of the legislation relates to programs of transitional public service employment in areas hard hit by unemployment. Hard hit areas are defined as those that have had an unemployment rate of 6½% or more for three consecutive months.

Title II of the act is designed to benefit persons who have been unemployed for 30 days or more and is intended to cause prime sponsors to design programs that will help these individuals move into new careers or will open up opportunities for advancement in their present careers.

Emergency Medical Services. Historically, local governments have been deeply involved in community development and housing activities, flood and disaster assistance, and manpower programs. But it is only with the passage of the Emergency Medical Services Systems Act of 1973[8] that the federal government has embarked on a major initiative to fund emergency medical treatment facilities planned and operated by cities, counties, and regional bodies.

The need for increasing the capacity of local government to provide emergency medical care was pointed up dramatically by proponents of the legislation.

It was stated in testimony before the Congress that as many as 11,000 highway deaths annually could be avoided and as many as 27,000 fatal heart attacks prevented if local communities had the proper emergency medical care.

In spite of what would seem to be the compelling need for such services, the first time the legislation was passed it was vetoed by the President and his veto was sustained by Congress. Reasons for the veto included provisions that provided for continuing the operation of eight public service hospitals for an indefinite period — a measure that was opposed by the administration, which sought to phase out these hospitals. When, eventually, this provision was eliminated from the bill, it passed and was signed into law.

The act calls on states, local governments, and regional organizations to apply for grants for both feasibility studies and operating expenses for emergency medical systems. The first such grant for each local jurisdiction or state will cover up to 50% of initial operating costs and, in a few cases, as much as 75% of these costs. Moveover, existing facilities can be modernized through use of the grants.

Flood Disaster Protection. In late 1973 the Flood Disaster Protection Act of 1973[9] was signed into law. The law expands the availability of insurance protection for individuals from floods. But it also has a requirement that flood prone communities control development in areas which are likely to be flooded. Through the law, communities would be required to use land use measures to control development in flood plains or face the loss of federal assistance within these areas.

The law assigns to HUD the responsibility of identifying communities believed to be flood prone. Unless a community can demonstrate that it is not flood prone, or unless the community adopts a program of federally determined land use controls, the community faces the loss of federal mortgage guaranties and insurance, mortgage loans, and other lending by federally insured or regulated institutions. Moreover, businesses and individuals in flood hazard areas would also have to purchase flood insurance to participate in federal mortgage programs.

Disaster Relief. The Flood Disaster Protection Act of 1973 was, in many respects, a response to the floods caused by Hurricane Agnes the previous year. In a similar sense, the passage of the Disaster Relief Act Amendments of 1974[10] was a response to the tornadoes that devasted sections of the Midwest in 1974, including Xenia, Ohio.

Unlike the community development block grant, which reflected the administration's philosophy that local and state governments should have as much discretion as possible in the allocation of the federal funds, the Disaster Relief Act opted for very strong federal rule.

The Disaster Relief Act, a successor to a similar act of 1970, contains a number of provisions of particular interest to local government. Unlike past legislation, this act allows some preliminary assistance to communities without the declaration by the President of a major disaster. The act also provides grants to states for disaster planning. In another provision, the law requires that any facilities built as a result of disaster relief funds must have adequate insurance protection, meeting guidelines set by the federal government and administered by state insurance commissioners.

In addition, the law provides assistance to damaged or destroyed public facilities. Eligible facilities include publicly owned flood control, navigation, irrigation, sewage treatment and collection, and water supply and distribution facilities, as well as airports. Roads and streets which are not federally funded are eligible as public facilities.

The 1970 act provided funds for temporary housing for disaster victims. The 1974 act retains that provision and also provides funds to make damaged homes habitable in short periods of time with limited expenditures.

The 1974 act also makes an improvement in assistance to local communities which lose a "substantial" part of their property tax revenue because of the disaster. The improvement is in the definition of the phrase "substantial loss." Under the new law, local communities that can demonstrate a need for financial assistance to perform regular government functions can receive a loan of up to 25% of their current operating budget.

Revenue Sharing. Although the State and Local Fiscal Assistance Act of 1972 (commonly called general revenue sharing)[11] was not up for reenactment until the end of 1976, the past year marked the beginning of what would appear to be a two-year debate on the utility and impact of revenue sharing.

The most active participants in the debate were the House and the Senate Subcommittees on Intergovernmental Relations. The House subcommittee conducted a survey of attitudes toward revenue sharing, and the Senate subcommittee held a series of public hearings to air some of the initial evaluations of the program.

The House survey in the spring of 1974 showed that considerable support remained for revenue sharing, although there were significant objections and pockets of continued opposition. About 40% of the members of both houses responded to the questionnaire. Although the respondents were generally favorably inclined toward revenue sharing, the major support was found among Republicans. Criticism and skepticism seemed to characterize the response of Democrats. In terms of how the funds were being used, there was support for the notion that it is appropriate to use revenue sharing for tax reduction. Although many members of Congress felt that revenue sharing was being spread too thin over the 38,000 state and local governments, the prevalent view was that this was not the case. House and Senate members seemed to disagree on the idea of giving local governments the same flexibility as state governments in the expenditure of funds. House members tended to favor such a change in the law, while Senate members tended to reject it.

Following the release of the House study, the Senate Subcommittee on Intergovernmental Relations, chaired by Senator Edmund Muskie

(D-Me.), held several days of hearings on the act. Among the critics of revenue sharing at the hearing, some felt that the money was not being spent effectively; others felt that it was not being used sufficiently for human services and in a way that assisted the poor and provided for equal employment opportunity. Supporters of the revenue sharing program included several mayors who testified before the committee, and Richard Nathan, who was conducting a major study of revenue sharing through the Brookings Institution. Supporters felt that, in spite of some of the drawbacks to revenue sharing, the money was being spent for human services and for the general good of the communities. Mr. Nathan pointed out that, for example, an interesting and basically encouraging result of revenue sharing is that citizens are generally becoming much more involved in and aware of local budget processes.

Although there were indications that revenue sharing has a broad base of congressional support, there were many disquieting criticisms expressed in the hearings. (Senator Muskie, although a supporter, voiced strong concerns about the program.)

Nevertheless, organizations representing local and state government began to prepare early for the debate in Congress over reenactment of the revenue sharing law. Among these organizations, the National League of Cities, the U.S. Conference of Mayors, the National Association of Counties, and the National Governors' Conference began independently to gear up for congressional reenactment.

City Tax and Federal Employees. A small but irritating problem for many cities has been the difficulties involved in the withholding of city tax from federal employees. In St. Louis, for example, over 21,000 court cases were initiated during the last four years to seek to obtain city taxes from federal employees. In New York City alone, as reported by the National League of Cities/U.S. Conference of Mayors, 20,000 postal employees owed the city nearly $1 million as of April 1974.[12]

For the last ten years, both the National League of Cities and the U.S. Conference of Mayors have attempted to get federal legislation which improves upon the present system of reliance on voluntary agreements between individual cities and federal employers.

In July of 1974 the President signed into law a bill which would greatly improve the situation by making mandatory the withholding of city wage or income taxes for federal employees.[13] The act applies to cities which have at least 500 or more federal employees, excluding members of the armed forces. The law is to be administered by the Department of the Treasury.

LEGISLATION IN PROGRESS

Many of the pieces of legislation summarized earlier were the product of years of discussion, debate, and negotiation before being signed by the President. This is one of the characteristics of the dance of the legislative process. There are, in Congress, a number of other pieces of legislation which are only a portion of the way through this process. They may ultimately be signed into law or may be abandoned because of their controversial nature, lack of merit, or perhaps even their eventual irrelevance. However, each of these pieces of legislation is of potential importance to local government.

Land Use. For the last several years there has been before the Congress legislation which would create a federal policy and federal assistance for land use regulation by local and state governments. The importance accorded land use and the suggestion that federal legislation may be necessary are in many respects results of the concern throughout the country over unplanned growth and its consequences regarding the environment and the beauty of natural surroundings.

Earlier in 1974 it looked as if Congress would pass land use policy and planning assistance legislation. The Land Use Policy and Planning Assistance Act of 1973[14] passed in the Senate as early as June 1973, and in the House Rules Committee in 1974.[15] Moreover, at one time the legislation had the strong support of the administration.

A number of forces combined to delay and perhaps prevent ultimate passage of federal land use legislation. One of the reasons for the delay was the loss of support by the administration owing to pressures from conservative members of Congress who felt such legislation was an unwarranted intrusion into concerns which were basically local and state in nature. Also adding to the delay was a loss of supporter enthusiasm stemming from the weakening of the legislation.

The basic thrust of the land use legislation would be to encourage states through federal grants and other mechanisms to undertake comprehensive land use programs. The legislation would fund a land use planning process and strongly encourage its implementation. One of the questions remaining unanswered for some time was the degree of participation local government would have in state land use decision making. Eventually, Congress, as it worked on the legislation, was persuaded of the importance of a formal consultative process between state and local government, and was further convinced of the importance of local participation in the development and implementation of land use plans.

Uniform Relocation Amendments. In late 1973 Congress had under consideration amendments to the 1970 Uniform Relocation Assistance Act. One of the major amendments concerned the extension of the deadline for 100% federal reimbursement of relocation costs. In a bill passed by the Senate,[16] the deadline would have been extended until July 1, 1976. But in the measure under consideration by the House the deadline would have been extended only to July 1, 1974. After the House measure was reported by the Committee on Public Works, no action was taken on it for the remainder of the year.

Fire Prevention and Control. For some time, persons concerned with fire safety and firefighting had been pressing for legislation that would create programs for fire service activities similar to those administered by the Law Enforcement Assistance Administration for law enforcement activities. As a result, the Fire Prevention and Control Act of 1973 was introduced in Congress and progressed through passage through the Senate in November of 1973.[17] Among its provisions, the legislation would establish an academy of fire prevention and control for funding projects of research in fire prevention, and would establish grant programs for the fire service.

Local and State Employee Relations. Introduced into Congress in 1974, and the subject of hearings, was legislation which would set up a system for federal regulation of local and state government employee relations. Two basic bills were under consideration by both houses of Congress this year.[18] Neither bill was the subject of a floor vote, although the anticipation was that at the close of 1974 they would be moved along in the next session of Congress.

One piece of legislation that would have the effect of regulating local and state collective bargaining is a proposed amendment to the National Labor Relations Act[19] which would simply define local and state governments as employers under the act. Another bill under consideration would establish a National Public Employment Relations Commission. In addition to establishing the commission, the act would establish a new set of rules and regulations governing collective bargaining activity at local and state government levels. The rules would include compulsory arbitration at the discretion of the unions.

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[1] Eric Redman, *The Dance of Legislation* (New York: Simon and Schuster, 1973).

[2] P.L. 81-171.

[3] P.L. 93-383.

[4] P.L. 93-259 (FLSA).

[5] William F. Danielson, *The Fair Labor Standards Act: Effects on Fire Overtime Costs & Staffing,* Management Information Service Special Report, June 1974 (Washington, D.C.: International City Management Association, 1974).

[6] Ibid., Table 1.

[7] P.L. 93-203.

[8] P.L. 93-154.

[9] P.L. 93-234.

[10] P.L. 93-288.

[11] P.L. 92-512.

[12] Tim Honey, in "Analysis," *City Perspective,* August 1974.

[13] P.L. 93-340.

[14] S. 268.

[15] H.R. 10294.

[16] S. 261.

[17] S. 1769; H.R. 11989.

[18] H.R. 9730; H.R. 8677.

[19] P.L. 80-101.

A 4

Annexations and Corporate Changes since the 1970 Census: With Historical Data on Annexation for Larger Cities for 1900-1970

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Annexation or consolidation of territory has been a key component in American city growth for many decades. The history of major annexations dates back at least to 1854, when Philadelphia added 300,000 to its population by extending its boundaries to include the whole of Philadelphia County. Other large cities soon followed suit, with major expansions in Boston in 1867-73 and Chicago in 1889. This phase of annexation activity culminated in the merger in 1898 of Brooklyn, Queens, and Staten Island with New York City, a consolidation which involved over two million people and established a record never surpassed in this country.[1]

After 1900 a second wave of large annexations took place in certain newer cities, including Cleveland, Detroit, and Los Angeles, but ended in the 1920s. Other cities such as Pittsburgh and Cincinnati also made continual extensions of their territory through large and small annexations throughout the period ending in 1930.

With the large territories thus acquired by 1930, most of these major cities have made few annexations in recent years. Moreover, further territorial expansion has become difficult or impossible where cities have come to be hemmed in by separately incorporated suburbs, or where annexation would have to cross or modify a county boundary.

Nevertheless, after a hiatus from 1930 to 1945, since World War II annexation activity has resumed on a large scale and has involved a previously unequaled number of cities, even without the involvement of the major cities that acquired their present boundaries before 1930. Since 1945, excluding the Northeast, nearly every city of 10,000 or more has extended its boundaries significantly, and so have many smaller places. Specifically, between 1950 and 1970, of 177 cities of 50,000 or more in the South and West, only 6 failed to make significant annexations. In 1971 there were over 5,000 separate annexations to incorporated places with 2,500 or more population (Table 4/1).

Table 4/1 ANNEXATIONS TO INCORPORATED PLACES OF 2,500 OR MORE: 1970 AND 1971

Year	Total no. of places	No. of places reporting	Places reporting boundary changes	No. of annexations	Land area annexed[1]	Estimated population annexed (000)
1970	5,267	5,124	1,471	4,496	672	237
1971	5,273	5,129	1,518	5,126	845	286

Source: U.S., Bureau of the Census, *1972 Boundary and Annexation Survey*, Tables 1, 2, and 3 (see footnote 2 of main text).

[1] In square miles.

ANNEXATION ACTIVITY SINCE 1970

The Boundary and Annexation Survey. Since the 1970 Census the Geography Division of the U.S. Bureau of the Census has inaugurated a comprehensive annual survey of municipal annexations and other boundary and status changes affecting incorporated places with 2,500 or more population. Although the 1970 Census date was April 1, the information on corporate status and boundaries used for the Census related to January 1; the Boundary and Annexation Survey is designed to cover changes occurring in each calendar year since that date. The survey results for 1970 and 1971 were issued in 1972.[2] It is anticipated that a summary for 1972 and 1973 will be issued around the end of 1974, with future summaries appearing at least every other year.

Data in the published report make it possible to extend through 1971 the series of summaries of annexation activity that appeared annually in the International City Management Association's (ICMA's) *Municipal Year Book* up to 1968.[3] However, direct comparisons are difficult to make. Both survey instruments derived their data from responses returned by officials of the individual annexing cities. However, the Bureau of the Census survey has been able to secure almost complete coverage (in both 1970 and 1971 over 97% of all places of 2,500 or more responded), while in the *Municipal Year Book* surveys a number of cities with annexations were omitted because they failed to respond to the ICMA questionnaire. Also, the number of cities of 5,000 or more increased considerably between the 1967 *Municipal Year Book* survey and the 1970-71 Census surveys as a consequence of the availability of 1970 Census data.

From the Census survey it can be determined that about 1,065 cities of 5,000 or more made annexations in 1970, and 1,097 did so in 1971. This compares with 787 cities of 5,000 or more shown by the *Municipal Year Book* survey as annexing in 1967. In addition, the Census survey shows a significant increase in the total area annexed by cities of 5,000 or more (755 square miles in 1971 compared with 392 square miles in 1967) and some increase in the number of cities annexing a half square mile or more (208 in 1971 compared to 181 in 1967). As further surveys are published by the bureau it will be possible to determine how much of this increase in annexation activity is genuine and how much is due simply to the greater completeness of the Boundary and Annexation Survey.

Total annexations for all incorporated places of 2,500 or more for 1970 and 1971 are shown in Table 4/1. Annexation activity was greater in 1971 than in 1970, involving more cities, a greater number of annexations, more land area, and more population. It should be noted that the totals of annexed population are based not on Census Bureau data but on local estimates supplied by the individual cities. In some cases these may be incomplete or may represent only rough approximations.

In addition to annexations there were 74 detachments reported for 1970 and 80 for 1971, involving 60 square miles and about 5,000 population in 1970 and 10 square miles and about 1,000 population in 1971.

Not included in these totals for annexations were various mergers and consolidations that took place in 1970-71. Two of these were notable for the large land areas they involved. In July 1970 Alaska's capital, Juneau, consolidated with Greater Juneau Borough (including Douglas city), adding 1,284 square miles and 7,506 population to the city's 1970 Census total. In December 1971 a similar consolidation merged Sitka with Greater Sitka Borough (including Port Alexander city), adding 2,295 square miles and 2,739 population (1970 Census) to Sitka city. Though small in population, these expansions would have more than tripled the total area added to places of 2,500 or more in 1970-71.

A third consolidation took place in Georgia in January 1971, when the governments of Columbus and of Muscogee County were consolidated into a new metropolitan government known as Columbus, Georgia. The net addition of area was 72 square miles; added population was 11,537 (1970 Census). Also worthy of note was the merger in March 1970 of Las Vegas city and Las Vegas town, adjacent communities in New Mexico that had led separate municipal existences for nearly 70 years.

Since the period covered by the published Boundary and Annexation Survey, there have been two city-county consolidations taking effect on January 1, 1974. One consolidated Lexington and Fayette County, Kentucky, adding 257 square miles and 66,186 population (1970) not previously within the city (including some areas that had been annexed to the city in 1970-73). The other consolidated Nansemond, Virginia, with the city of Suffolk, adding 408 square miles and a 1970 population of 35,166. At the time of the 1970 Census Nansemond was a county, including two small incorporated towns, various unincorporated areas suburban to Suffolk, and extensive rural territory. The entire county incorporated as the city of Nansemond on July 1, 1972, but soon thereafter voted to merge with Suffolk.

The Juneau consolidation mentioned earlier continued an interesting tendency for such developments to occur in state capitals. Of 22 areas in which some form of city-county governmental consolidation has occurred, 8 are state capitals (Baton Rouge, Boston, Carson City, Denver, Honolulu, Indianapolis, Juneau, and Nashville); 1 additional capital, Richmond, is independent of any county, like all other independent cities in Virginia. Thus, no less than 9 of the 50 state capitals now operate under some form of city-county governmental consolidation.

One other noteworthy change since 1971 was the establishment in 1972 of a new borough, North Slope, in northern Alaska, with a 1970 population of 3,451 and a land area of about 96,000 square miles. Alaska boroughs represent a unique corporate category with functions generally comparable to a county rather than to a city or town. The Bureau of the Census recognizes Alaska boroughs as minor civil divisions rather than as incorporated places.

According to the Boundary and Annexation Survey report for 1970-71, cities in the 20,000 to 250,000 range are more likely to annex than either smaller places or the largest cities. Around 40% of the cities in this size range had at least one annexation in 1971, compared with less than 25% for cities 2,500 to 10,000. In 1971 there were 870 places that had 2 or more boundary changes, and 23 that had 20 or more changes. San Jose, California, had 89 separate annexations, Clearwater, Florida, had 71, and Dodge City, Kansas, had 66. Among the states, Illinois was the leader both in total annexations to places of 2,500 or more (894) and in estimated total population annexed (about 39,000).

Certifications of 1970 Census Population Reflecting Corporate Changes since the Census. Another development that has served to augment the available information on corporate changes is the advent of federal revenue sharing. Under the State and Local Fiscal Assistance Act of 1972, the 1970 Census population is one of the items of data used in the formula that determines the funds to which each municipality is entitled. As a result, it is necessary for the Bureau of the Census to determine the 1970 population of each newly incorporated place, so that such places can qualify for their share of funds. The bureau also determines and certifies the population of territory that has been annexed since January 1, 1970, to an incorporated place of 5,000 or more, provided the annexed areas add at least 5% to the city's 1970 Census total. Under certain circumstances annexations to places of less than 5,000 in 1970 may also be certified and credited. In addition, certifications of 1970 population are made to reflect boundary revisions resulting from mergers or consolidations since the 1970 Census.

Except for certain units with small populations or limited tax revenues which do not qualify, every municipality with an active general purpose government is entitled to receive funds under the State and Local Fiscal Assistance Act. This includes most townships in the Northeast and Midwest, and towns in New England, New York, and Wisconsin, in addition to cities, villages, and other incorporated places. Counties with active governments are also included. The bureau maintains a record of current changes in the status and boundaries of all these units.

To date, revenue sharing takes no account of population changes later than the 1970 Census other than revisions made to reflect actual alterations in boundaries or status. The only exception is that if an entire county has been enumerated in a special census taken by the Bureau of the Census, the county and its component municipalities may be credited with their population according to the special census.

New Incorporations since 1970. The bureau's records show a total of at least 318 new places incorporated since January 1, 1970. Over the past four years the number of places incorporating has been quite constant, numbering 79 in 1970, 80 in 1971, 77 in 1972, and 82 in 1973 according to a preliminary total which is still subject to revision. Only 6 of the new places were in the Northeast (including Delaware and West Virginia), 51 were in the North Central region, 66 in the West, and 195 in the South (excluding Delaware and West Virginia). Texas alone has had at least 77 new incorporations since January 1, 1970. Besides these new places, 1970 populations have been certified for more than 120 places incorporated prior to 1970 but not reported separately in the 1970 Census, usually because information about their status and boundaries had not been supplied to the bureau in advance of the enumeration.

Table 4/2 lists the 19 places incorporated since the beginning of 1970 that have 5,000 or more 1970 population. California, with 5, and Michigan, with 3, have the greatest number of places on the list. Most of these new places are suburban in character; the only one not located within a Standard Metropolitan Statistical Area is South Burlington, Vermont, which is suburban to Burlington. Another 8 places incorporated since January 1, 1970, had between 2,500 and 5,000 population, and a further 26 had populations between 1,000 and 2,500, leaving 265 new places (83% of all new places) with less than 1,000 population each.

Table 4/2 PLACES WITH 1970 POPULATION OF 5,000 OR MORE INCORPORATED SINCE JANUARY 1, 1970

City	Year incorporated	1970 population
Arnold, Mo.	1972	17,381
Bridge City, Tex.	1970	5,265
Burbank, Ill.	1970	26,726[1]
Burton, Mich.	1972	32,540
Cape Coral, Fla.	1970	11,470
Eagan, Minn.	1972	10,398
Farmington Hills, Mich.	1973	48,694[2]
Foster City, Calif.	1971	9,522
Hanahan, S.C.	1973	9,118
Irvine, Calif.	1971	7,381
Loma Linda, Calif.	1970	6,599
Merrillville, Ind.	1971	24,075
Nansemond, Va.	1972	35,166[3]
North Charleston, S.C.	1972	21,211[4]
Palm Desert, Calif.	1973	5,915
Pearl, Miss.	1973	12,165
Rancho Palos Verdes, Calif. . .	1973	33,285
Romulus, Mich.	1970	22,879
South Burlington, Vt.	1971[5]	10,032

Source: This table is based on unpublished Bureau of the Census summaries of newly incorporated areas.

[1] An additional 1,841 population (1970) was annexed after incorporation.

[2] Comprises the former Farmington Township, which included two incorporated places, Quakertown (1970 population 837) and Wood Creek Farms (1,090).

[3] Comprised the former Nansemond County, which included two incorporated places, Holland (1970 population 400) and Whaleyville (332); subsequent to its incorporation Nansemond was consolidated with Suffolk city on January 1, 1974.

[4] An additional 31,223 population (1970) was annexed after incorporation.

[5] Year of incorporation as a city; previously an incorporated town (township).

Annexations to Larger Cities, 1970-73. In order to obtain an overview of annexations to larger cities since 1970, an analysis of the unpublished Boundary and Annexation Survey records has been made, totaling all annexations reported by cities of 50,000 or more through the end of 1973. No attempt has been made to fill in gaps where cities failed to report area or estimated population annexed.

Table 4/3 summarizes these preliminary totals. More than 60% of the central cities reported some annexations in 1970-73. On the average, each of the 159 central cities annexing added over five square miles and about 2,500 population; the 60 large suburbs with annexations averaged about four square miles but only about

Table 4/3 ANNEXATIONS TO CITIES OF 50,000 OR MORE: 1970-73

Classification	Total no. of cities	Cities with annexations	No. of annexations	Land area annexed[1]	Estimated population annexed (000)
Central cities over 50,000	260	159	4,135	859	380
Suburbs over 50,000 incorporated prior to 1950	113	47	1,189	203	34
Suburbs over 50,000 incorporated after 1950	24	13	88	23	9

Source: This table was compiled from unpublished records of the Bureau of the Census Boundary and Annexation Survey for 1970-73.

[1] In square miles.

Table 4/4 LAND AREA, POPULATION, AND DENSITY OF TERRITORY ANNEXED TO CENTRAL CITIES OF 50,000 OR MORE, BY REGION AND SIZE GROUP: 1950-60 AND 1960-70

				Territory annexed 1950-60			Territory annexed 1960-70					
										Population when annexed		
Classification	Total no. of cities	Land area 1970[1]	Population 1970 (000)	Land area 1960[1]	Population 1960 (000)	Population per square mile 1960	Land area 1970[1]	Population 1970 (000)	Population per square mile 1970	Total (000)	Population per square mile	% of 1970 population
Total, central cities	260	15,028	61,956	3,119	5,092	1,633	4,599	3,746	815	2,454	534	66
Geographic region												
Northeast (incl. Del., Md., D.C., W. Va.)	64	1,873	18,833	29	25	849	46	32	688	23	500	73
North Central	70	3,530	16,664	525	943	1,796	1,068	1,013	948	711	666	70
South (excl. Del., Md., D.C., W. Va.)	83	6,949	15,435	1,949	2,719	1,395	2,833	1,922	678	1,353	478	70
West	43	2,676	11,024	616	1,405	2,281	652	780	1,196	367	563	47
Population group												
Over 500,000	29	5,489	33,109	866	1,484	1,714	1,660	1,120	675	867	522	77
250,000-500,000	26	3,029	8,773	739	1,271	1,719	1,329	868	653	582	438	67
100,000-249,999	71	3,075	10,205	660	963	1,460	741	795	1,073	531	717	67
50,000- 99,999 by 1950 . .	62	1,333	4,404	249	283	1,137	198	158	798	80	404	51
50,000- 99,999 by 1960 . .	41	1,445	3,602	511	886	1,735	378	370	980	149	394	40
50,000- 99,999 by 1970 . .	31	657	1,863	94	205	2,176	293	435	1,485	245	836	56

Source: This table, like Table 6/3 and 6/4 in *The Municipal Year Book 1972* (p. 86), is based on a compilation of city land areas for 1950, 1960, and 1970, drawn mainly from published Census data but rounded to the nearest whole square mile with some corrections to increase intercensal comparability. (See further discussion in the above-mentioned *Municipal Year Book* article, pp. 84-87, sources cited in footnote 1, p. 87, and U.S., Bureau of the Census, *U.S. Census of Population: 1970,* vol. 1, Part A, Table 31.) City population data are taken from the decennial Census volumes, and the densities have been computed from the compiled area and population data. For sources of population in annexed areas see footnote 7 of main text.

[1] In square miles.

700 population apiece. Although summary data for 1970-73 are not yet available for smaller cities, the cities over 50,000 apparently accounted for at least one-third of both the land area and the population annexed to all places over 2,500, although they constituted only 397 of the total of 5,273 cities.

Annexations have transferred a substantial area and population to larger cities since 1970. However, the data suggest that annexation activity has slackened somewhat since the 1960s, particularly in the amount of population annexed. Excluding cities incorporated after 1950, the 373 cities over 50,000 annexed 5,813 square miles and about 2,886,000 population in the 1960s (Tables 4/4 and 4/5). In the first four years of the 1970s the same cities added only 1,062 square miles and about 414,000 population. Part but not all of the decline is accounted for by the inclusion in the 1960s of three major city-county consolidations in Indianapolis, Jacksonville, and Nashville, which added a total of 1,521 square miles and about 887,000 population. The totals for 1970-73 would increase slightly if they included the expansion of Columbus, Georgia (72 square miles and about 12,000 population), and the January 1, 1974, expansion of Lexington, Kentucky (about 257 square miles and about 66,000 population).

The average population density of the territory added to the 260 central cities in 1970-73 was 442 per square mile, somewhat lower than the 534 per square mile average of the 1960s. For annexations to large suburbs the indicated fall in density was relatively even greater, but probably too few cities are involved to provide a firm indication.

On a year-by-year basis, the data suggest that there was some falling off of annexation activity in calendar 1973; the total number of annexations to the 219 annexing cities was 1,130 in 1970, 1,324 in 1971, 1,535 in 1972, and 1,423 in 1973. Indications are that very large annexations are becoming fewer — a trend already visible in the late 1960s. More evidence on the extent to which the typical annexation is becoming smaller may become available when additional tabulations from the Boundary and Annexation Survey are completed.

The long-evident tendency for annexation activity to be concentrated in the South and West has shown no alteration since 1970. Annexations were reported by only 6 of 64 central cities in the Northeast, and by none of the 27 large suburbs in that region. In contrast, annexations were reported by 41 of 43 central cities over 50,000 and 39 of 52 large suburbs in the West, and by 63 of 83 central cities and 8 of 14 large suburbs in the South. In the Midwest, 49 of 70 central cities, but only 13 of 44 large suburbs, reported annexations.

On the basis of the preliminary data supplied by individual cities, San Antonio reported the largest increase in both area (almost 70 square miles) and estimated population (more than 70,000) during 1970-73. Other large gains were reported by Houston (65 square miles and more than 40,000 population) and Chattanooga (30 square miles and about 30,000 population). Among the large suburbs, the greatest increase was reported by Kansas City, Kansas (51 square miles and about 13,000 population). Three other cities reported population gains of between 10,000 and 15,000: Muncie, Indiana; Baton Rouge, Louisiana; and Memphis, Tennessee.

Many cities with large annexations since 1970 have obtained certifications of the 1970 population within the annexed territory. Others have not, because of the rules that recognize, for revenue sharing, only annexations that augment the city's population by at least 5%. As a result, it is not possible as yet to generalize from these data about annexations to larger cities as a group. However, since the 5% rule applies cumulatively, the number of cities that will have annexed enough population to qualify for certification under the existing rules is expected to increase as the period since 1970 lengthens.

ANNEXATION TO CITIES OVER 50,000, 1950-70

An article in ICMA's *Municipal Year Book 1972* studied the pattern of areal expansion in the period 1950-70 for 290 cities, which were essentially the central cities of SMSAs as defined in 1970.[4] Information is now available to extend that survey to include larger suburbs as well as central cities, and to give some consideration to the population of the annexed territories as well as to their land area.

Coverage of the Tables. Data have been assembled for all incorporated cities of 50,000 or more as of the 1970 census. Tables 4/4 through 4/9 include 260 central cities of SMSAs (as defined in 1970) and 113 other cities over 50,000, all of which are in SMSAs but were not central cities in 1970 and which, for convenience, are referred to as suburbs. Central cities of less than 50,000 included in the *Municipal*

Table 4/5 LAND AREA, POPULATION, AND DENSITY OF TERRITORY ANNEXED TO SUBURBS OF 50,000 OR MORE, BY REGION AND SIZE GROUP: 1950-60 AND 1960-70

				Territory annexed 1950-60			Territory annexed 1960-70					
										Population when annexed		
Classification	Total no. of cities	Land area 1970[1]	Population 1970 (000)	Land area 1960[1]	Population 1960 (000)	Population per square 1960	Land area 1970[1]	Population 1970 (000)	Population per square mile 1970	Total (000)	Population per square mile	% of 1970 population
Total, suburbs	113	2,552	8,758	407	850	2,087	1,214	739	609	432	356	58
Geographic region												
Northeast (incl. Del., Md., D.C., W. Va.)	27	256	2,026	1	4	3,766	. . .	. . .	. . .	. . .	. . .	. . .
North Central	35	539	2,623	78	214	2,741	130	177	1,362	115	885	65
South (excl. Del., Md., D.C., W. Va.)	14	1,133	1,183	122	200	1,639	942	309	328	178	189	58
West	37	624	2,925	206	432	2,097	142	254	1,786	140	982	55
Population group												
Over 50,000 by 1950	47	553	3,769	39	84	2,150	58	86	1,478	64	1,103	75
Over 50,000 by 1960	33	598	2,698	158	364	2,305	119	129	1,084	63	531	49
Over 50,000 by 1970	33	1,401	2,292	210	402	1,912	1,037	525	506	305	294	58

Source: See source note, Table 4/4.
Leaders (. . .) indicate no annexations.
[1] In square miles.

Table 4/6 LAND AREA, POPULATION, AND DENSITY FOR CITIES OF 50,000 OR MORE, BY SIZE GROUP: 1950-70

		Land area[1]			Population (000)			Population per square mile		
Classification	Total no. of cities	1950	1960	1970	1950	1960	1970	1950	1960	1970
Total, central cities	260	7,310	10,429	15,028	52,352	58,250	61,956	7,162	5,585	4,123
Over 500,000	29	2,963	3,829	5,489	30,619	32,133	33,109	10,334	8,392	6,032
250,000-500,000	26	961	1,700	3,029	6,621	7,887	8,773	6,890	4,640	2,896
100,000-249,999	71	1,674	2,334	3,075	8,391	9,668	10,205	5,012	4,142	3,319
50,000- 99,999 by 1950	62	886	1,135	1,333	4,164	4,450	4,404	4,700	3,920	3,304
50,000- 99,999 by 1960	41	556	1,067	1,445	1,587	2,841	3,602	2,854	2,663	2,493
50,000- 99,999 by 1970	31	270	364	657	970	1,270	1,863	3,592	3,489	2,836
Total, suburbs	113	931	1,338	2,552	5,043	6,947	8,758	5,417	5,192	3,432
Over 50,000 by 1950	47	456	495	553	3,585	3,713	3,769	7,861	7,501	6,815
Over 50,000 by 1960	33	321	479	598	982	2,102	2,698	3,059	4,388	4,511
Over 50,000 by 1970	33	154	364	1,401	477	1,132	2,292	3,095	3,111	1,636

Source: See source note, Table 4/4.
[1] In square miles.

Year Book article have been excluded so as to maintain a consistent size cutoff. However, for convenience in making comparisons over time, 7 central cities and 6 suburbs that had reached 50,000 at a prior census have been retained in the tables, even though the populations of these central cities and suburbs had fallen below that figure by 1970.

The tables exclude 24 cities over 50,000 in 1970 which did not incorporate until after 1950 (comprising 23 suburbs and 1 central city, Garden Grove, California). Also excluded are 25 other areas of 50,000 or more, including: 23 towns and townships in Massachusetts, Connecticut, New York, New Jersey, and Pennsylvania which are not considered to be "incorporated places" by the Bureau of the Census; Honolulu, because the area officially recognized as the city for statistical purposes is not the same as the area actually under the municipal government; and Arlington, Virginia, which operates as a county though frequently thought of as equivalent to a municipality. None of these 25 areas of 50,000 or more had any significant annexations during the 1950-70 period. Summary data on their land areas and populations appear at the end of Table 4/7.

In the presentation of data by region and division in these tables, some variations have been adopted from the standard regions and divisions used in most Census publications. Delaware, Maryland, the District of Columbia, and West Virginia have been included with the Northeast rather than with the South, because their cities only rarely have large annexations and generally show a much greater resemblance to the cities of the Northeast than to those of the South. Oklahoma and Texas have been treated together, because the annexation patterns of their cities show a number of common traits distinct from those of the other Southern states. Kentucky, Tennessee, Alabama, Mississippi, Arkansas, and Louisiana have been grouped together and designated the South Central states.

Relative Amount of Areal Growth, 1950-70. Tables 4/8 and 4/9 provide a breakdown of cities according to their relative areal growth in the 1950s and 1960s. The data in these tables for the 260 central cities over 50,000 are quite similar to the data for the 290 cities in Tables 6/3 and 6/4 in the 1972 *Municipal Year Book* article. During the 20-year period, most of the cities had a significant gain[5] through annexation, with 97 of the 260 growing at least 50% in area in the 1950s, and 75 (including many of the same cities) expanding by at least 50% in the 1960s. However, there was a very pronounced regional contrast between the Northeast (including Delaware, Maryland, the District of Columbia, and West Virginia) and the remainder of the country. Over 80% of the Northeast's central cities made no significant annexations during the 20 years. There were also 11 cities in the

Table 4/7 LAND AREA, POPULATION, AND DENSITY FOR CITIES OF 50,000 OR MORE, BY REGION: 1950-70

Classification	Total no. of cities	Land area[1]			Population (000)			Population per square mile		
		1950	1960	1970	1950	1960	1970	1950	1960	1970
Total, central cities	260	7,310	10,429	15,028	52,352	58,250	61,956	7,162	5,585	4,123
Geographic region										
Northeast (incl. Del., Md., D.C., W. Va.)	64	1,798	1,827	1,873	19,842	19,246	18,833	11,036	10,534	10,055
New England	28	681	682	722	3,306	3,213	3,193	4,855	4,711	4,422
Middle Atlantic	30	930	940	944	14,455	14,012	13,703	15,543	14,906	14,516
Del., Md., D.C., W. Va.	6	187	205	207	2,081	2,022	1,937	11,128	9,862	9,356
North Central	70	1,937	2,462	3,530	15,864	16,558	16,664	8,190	6,726	4,721
East North Central	49	1,279	1,599	2,239	12,194	12,653	12,726	9,534	7,913	5,684
West North Central	21	658	863	1,291	3,670	3,906	3,937	5,577	4,526	3,050
South (excl. Del., Md., D.C., W. Va.)	83	2,167	4,116	6,949	9,684	13,092	15,435	4,469	3,181	2,221
Va., N.C., S.C., Ga., Fla.	35	589	1,158	2,257	3,111	4,294	5,206	5,281	3,708	2,307
Ky., Tenn., Ala., Miss., Ark., La.	24	763	1,037	1,882	3,231	3,786	4,378	4,234	3,651	2,326
Oklahoma and Texas	24	815	1,921	2,810	3,343	5,012	5,851	4,102	2,609	2,082
West	43	1,408	2,024	2,676	6,961	9,353	11,024	4,944	4,621	4,120
Mountain	14	292	586	825	1,205	2,063	2,529	4,126	3,520	3,066
Pacific	29	1,116	1,438	1,851	5,756	7,290	8,495	5,158	5,070	4,590
Total, suburbs	113	931	1,338	2,552	5,043	6,947	8,758	5,417	5,192	3,432
Geographic region										
Northeast (incl. Del., Md., D.C., W. Va.)	27	255	256	256	1,971	2,047	2,026	7,729	7,996	7,913
New England	12	151	151	151	826	853	864	5,470	5,651	5,723
Middle Atlantic	15	104	105	105	1,145	1,194	1,162	11,009	11,368	11,063
Del., Md., D.C., W. Va.	. . .	. . .	. . .	. . .	. . .	. . .	. . .	. . .	. . .	. . .
North Central	35	331	409	539	1,510	2,180	2,623	4,562	5,329	4,867
East North Central	30	279	345	379	1,255	1,850	2,171	4,497	5,363	5,728
West North Central	5	52	64	160	256	329	452	4,915	5,145	2,828
South (excl. Del., Md., D.C., W. Va.)	14	69	191	1,133	310	626	1,183	4,497	3,275	1,044
Va., N.C., S.C., Ga., Fla.	6	39	53	656	159	286	614	4,081	5,395	936
Ky., Tenn., Ala., Miss., Ark., La.	1	6	6	10	64	60	53	10,742	10,063	5,254
Oklahoma and Texas	7	24	132	467	87	279	517	3,611	2,116	1,107
West	37	276	482	624	1,252	2,095	2,925	4,536	4,347	4,688
Mountain	4	16	51	86	56	145	268	3,493	2,842	3,112
Pacific	33	260	431	538	1,196	1,950	2,658	4,600	4,525	4,940
Other municipalities and related areas of 50,000 or more										
Cities incorporated 1950-70	24	. . .	291	561	. . .	776	1,790	. . .	2,668	3,191
Townships and New England Towns	23	517	517	517	781	1,217	1,492	1,511	2,354	2,887
Arlington County, Va.	1	26	26	26	135	163	174	5,210	6,285	6,703
Honolulu, Hawaii	1	84	84	84	248	284	325	2,953	3,383	3,868

Source: See source note, Table 4/4.
Leaders (. . .) indicate not applicable.
[1] In square miles.

North Central region that had no significant annexations, but only 3 elsewhere (Miami and New Orleans in the South, San Francisco in the West). Nationwide, the number of cities making no significant annexation was 81 in the 1950s and 83 in the 1960s. During the 1960s about as much area was annexed to central cities as in the 1950s,[6] but fewer cities had very large areal increases (100% or more). This falling off was especially noticeable in the South.

The data for cities by region in the 1972 article indicated that besides the Northeast areal growth of cities was below average in the East North Central division. It was about average in the West North Central, South Central, and Pacific divisions, and above average in the Southeast, Oklahoma-Texas, and Mountain divisions. To a large degree these variations reflect differences in annexation laws and practices among the various regions and states.

The areal growth of individual suburbs over 50,000 has been less impressive than that of the central cities. In considerable part this is due to the fact that many of the large suburban cities are concentrated in the Northeast and North Central regions, in which annexations occur with below average frequency. There are only 14 suburban cities in the South with populations as large as 50,000. Between 1950 and 1970, 25 large suburbs in the Northeast and 19 elsewhere had no annexations, and in the 1960s an additional 15 suburbs that had expanded in the 1950s did no further annexing. In both the Northeast and the Midwest, many large suburbs are effectively hemmed in by other suburban municipalities and can no longer expand areally.

While in the 1950s 35 of the large suburbs increased over 50% in area, only 28 did so in the 1960s. The latter decade did witness two city-county consolidations involving suburbs, both in Virginia. These were the merger of South Norfolk and Norfolk County as Chesapeake in

1963, and the consolidation of Princess Anne County with Virginia Beach in the same year.

Population and Density of Cities. Table 4/7 summarizes land area, population, and population density by region and division for central cities, large suburbs, and the 24 other areas over 50,000. Table 4/6 gives the same data for central cities and suburbs by size group. Central cities are grouped according to the maximum population size achieved in the 1950, 1960, and 1970 Censuses. For cities that have experienced losses in population, the maximum size may have been reached in 1950 or 1960. The cities that have never reached 100,000 are divided into three groups, according to the Census at which they first reached 50,000. A few central cities are included that had fallen below 50,000 by 1970.

Large suburbs are divided into three groups in Table 4/6 according to the census year (1950, 1960, or 1970) in which they reached 50,000. The 1950 group includes some suburban cities that had fallen below 50,000 by 1970. For both central cities of 50,000 to 99,999 and suburbs, the treatment used has the effect of concentrating the most rapidly growing cities in the last two groups. The 24 suburban cities over 50,000 in 1970 but not incorporated until after 1950 have not been included in Table 4/7 or subsequent tables.

These tables provide some interesting data on the average population density of cities of various regions, size groups, and types. These data refer, of course, to the gross density; the land area data exclude water areas but include land in industrial, park, institutional, military, and other nonresidential uses, and may include land that is entirely undevelopable for urban use. Gross density data for individual cities have limited significance, but data for regions and size groups of cities can provide a general picture of differences in the intensity of urban settlement.

The density of central cities averages highest in the largest cities and decreases as city size decreases (Table 4/6). This relationship was more apparent in 1950, prior to the expansion of a few cities by county consolidation. The very large areas of these consolidated cities naturally reduce the average density of their group of cities.

Although the large suburbs as a group average lower in density than the central cities, the suburbs tend to have a greater population per square mile than do central cities of similar size. This probably reflects the fact that many of the large suburbs are hemmed in by other incorporated places and hence do not include much of a fringe of undeveloped land.

City densities do not vary greatly from region to region once allowance is made for city-county consolidations and for the presence in some regions and divisions of very large cities with high densities (in the Middle Atlantic and Pacific divisions, for example). However, southern cities average somewhat lower in density, especially in Oklahoma and Texas, and so do those in the West North Central and Mountain divisions. In all of these regions the rural territory just outside individual urban centers is often very sparsely populated, and many cities have annexed sizable areas that are still sparsely settled, which reduces their overall density considerably.

The question naturally arises of whether actual densities of built-up areas are lower in the cities of certain regions than of others, once size of city is allowed for. Data on gross density cannot provide an answer. An analysis of area and population data for census tracts or other small subareas within each city would be necessary to reach a conclusion.

Since 1950 the average density of all central cities has fallen sharply in practically every region and size group. During 1950-70 central city density fell 42%; the fall was 22% in the 1950s and 26% in the 1960s (Table 4/6). A falling density can, of course, result from either or both of two causes — a falling population or an increasing area. If area increases, population must increase even faster or density will drop. The differences between regions in the steepness of the fall in average density reflect different combinations of these two causes. The fall was lowest (9%) in the Northeast, where cities did not annex and the drop mainly reflected declines in population. In the West, the fall was 17%; this reflected a large population gain that came close to keeping up with the areal expansion that also occurred. In the South, population gains were also very large, but areal growth was so large that average density fell by 50%. In the North Central region, population gain in central cities was slight, but there was considerable area gain so that average density fell 42%.

Although suburbs as a group also lost in density from 1950 to 1970, there were increases in some regional and size groups. Many of the suburbs now over 50,000 are relatively new communities which were quite small in 1950, experienced rapid population growth, especially

Table 4/8 CITIES OF 50,000 OR MORE BY PERCENTAGE GROWTH IN LAND AREA: 1950-70, BY METROPOLITAN STATUS AND REGION

Classification	1950-60					1960-70				
	Total no. of cities	Northeast[1]	North Central	South[1]	West	Total no. of cities	Northeast[1]	North Central	South[1]	West
Total, central cities	260	64	70	83	43	260	64	70	83	43
City-county consolidation	2	...	...	2	...	3	...	1	2	...
Over 200% increase	18	...	...	13	5	12	1	2	7	2
100-200% increase	32	1	7	18	6	18	...	4	7	7
50-100% increase	45	1	18	13	13	42	...	16	17	9
25-50% increase	29	1	12	12	4	34	...	11	13	10
0-25% increase	53	7	19	15	12	67	6	22	25	14
No significant increase	81	54	14	10	3	83	57	14	11	1
Net decrease	...	...	...	...	...	1	...	...	1	...
Total, suburbs	113	27	35	14	37	113	27	35	14	37
City-county consolidation	...	...	...	...	...	2	...	...	2	...
Over 200% increase	18	...	3	6	9	4	...	...	2	2
100-200% increase	11	...	1	2	8	8	...	4	2	2
50-100% increase	6	...	3	1	2	14	...	2	5	7
25-50% increase	8	1	2	1	4	12	...	6	...	6
0-25% increase	23	1	8	2	12	14	...	1	2	11
No significant increase	47	25	18	2	2	59	27	22	1	9
Net decrease	...	...	...	...	...	...	...	...	...	...

Source: See source note, Table 4/4.

Leaders (. . .) indicate not applicable.

[1] Cities in Delaware, Maryland, D.C., and West Virginia are included in the Northeast rather than in the South.

Table 4/9 CITIES OF 50,000 OR MORE BY DECADE OF LARGEST INCREASE IN AREA, BY METROPOLITAN STATUS AND REGION

Classification	Total no. of cities	Largest increase in 1950s	Largest increase in 1960s	No significant increase 1950-70
Total, central cities	260	84	110	66
Northeast (incl. Del., Md., D.C., W. Va.)	64	7	5	52
North Central	70	26	33	11
South (excl. Del., Md., D.C., W. Va.)	83	37	44	2
West	43	14	28	1
Total, suburbs	113	36	33	44
Northeast (incl. Del., Md., D.C., W. Va.)	27	2	...	25
North Central	35	9	10	16
South (excl. Del., Md., D.C., W. Va.)	14	3	10	1
West	37	22	13	2

Source: See source note, Table 4/4.

in the 1950s, and are still filling up their corporate territory.

Suburbs in the New England, East North Central, Mountain, and Pacific divisions had a higher average density in 1970 than the central cities in those regions. Density patterns of large suburbs appear to vary more widely than those of central cities, but much of this is attributable to the small number of suburbs in several individual regions.

Area and Population of Annexed Territory. Tables 4/4 and 4/5 summarize data on territory annexed in the two decades for the same regional and size groups covered in Tables 4/6 and 4/7. For the decade 1950-60, the tables give the total area annexed to each group of cities in that period, the population of the annexed territory as of the 1960 Census, and the 1960 population density.

For the decade 1960-70, following a column giving the land area annexed during the decade, the population and density of the annexed territory are given in two ways. First, there appears the population of the annexed areas as of the 1970 Census and their 1970 density. Next appears the estimated population of the annexed areas as of the time of annexation. This population, therefore, refers to whatever year or years during the decade a specific annexation took place, and represents the population actually added to the city by annexation during the course of the decade. For convenience it may be referred to as the annexation date population.[7] Also given is the annexation date density, representing the average density of annexed areas at the time they were annexed.

The last column in both Table 4/4 and Table 4/5 relates the annexation date population of the annexed areas to their 1970 population, indicating what proportion of the end-of-the-decade population of the added areas was already present at the time the annexations took place.

Three Methods of Determining the Population of Annexed Areas. The two population measures for annexations in the 1960s in Tables 4/4 and 4/5 produce decidedly different results. For example, the estimated population in the areas annexed to central cities at the date of annexation was 2,454,000, but the same territory had 3,746,000 population by 1970. In addition to these two measures, there is a third possible one — the population in the annexed areas at the preceding Census (in this case 1960). These three measures differ quite significantly because the population of annexed areas typically grows at a very rapid rate throughout the decade of annexation, increasing significantly from the beginning of the decade until the time of annexation and then again increasing, perhaps even more rapidly, during the rest of the decade.

For studying the growth of an individual city over time and in comparison with other cities, the best method of correcting for annexations is to revise the preceding Census total to the current boundaries, so that the population for both Census dates refers to the current territory. This adds to the city whatever population the annexed areas may have had at the preceding Census, and credits all of their growth during the decade to the city, including the part that took place before annexation. Perhaps the only disadvantage of this approach is that it is often difficult to obtain precise data on the preceding Census population of an area annexed subsequently. As outlined earlier, the Bureau of the Census has been making determinations of 1970 population in annexed areas for many cities since the last Census, but similar determinations were made for only a few cities during the 1960s.[8]

For evaluating the importance of annexations themselves in the growth of a city or a group of cities, the annexation date population is the most appropriate measure, since it accurately reflects the population added to the city by annexation activity. Its chief disadvantage is that it can usually be arrived at only approximately, using estimates made by the city at the time of the annexation. A few cities take actual censuses in connection with annexations and so obtain a relatively accurate count.

The major advantage of the third approach, determining the population of annexed areas at the subsequent Census, is the ease with which it can be determined, since the exact extent of the annexed areas is known when the Census is taken. For purposes of analyzing annexation growth or city growth, this measure has a number of disadvantages. The rapid growth of newly annexed areas means that the population at the subsequent census typically includes a large component that moved to the area after it became part of the city. For the 260 central cities in 1960-70, this gain subsequent to annexation amounted to nearly 1.3 million population (Table 4/4). There appears to be no reason why this growth should be treated as annexation growth. Also, by this measure the total populations of the annexed areas and the growth of these areas are partly dependent on the time during the decade at which the annexation took place: annexations in the early 1960s would have had time before 1970 to acquire larger populations than those occurring in the late 1960s.

In many cities annexation takes place immediately before city services are supplied; these in turn are a major factor in permitting the area's population to expand. In other words, many annexed areas would have shown much less growth had they not been annexed. When annexation takes place, then, it is in itself such an integral aspect of urban growth that it is difficult or impossible to view either one in isolation from the other.

No comprehensive data are available on the 1960 population of areas annexed during the 1960s. However, fairly precise data (not shown in tables) can be compiled for several cities that annexed large numbers of people during the decade and that account for a large proportion of the total population annexed. Adding a rough approximation of the 1960 population of areas annexed to the remaining cities, it can be estimated that the 1960 population of the areas annexed to central cities between 1960 and 1970 was between 1,650,000 and 1,850,000. The mid-point in this range, 1,750,000, may be compared with the population of these same annexed areas at the date they were annexed (2,454,000) and in 1970 (3,746,000), as shown in Table 4/4. Thus, the territory annexed to the 260 central cities grew about 704,000 (40%) from 1960 until annexed, and 1,292,000 (53%) from annexation to 1970. Of the annexed territories' total population increase of approximately 1,996,000 between 1960 and 1970, it appears that barely one-third occurred prior to annexation, while about 65% took place after the areas became parts of the annexing cities.

For eight cities with very large annexations, including the three county consolidations and five others with an annexation date population of over 50,000,[9] growth both before and after annexation was much less than in the cities with smaller annexations. In these large annexations, about two-thirds of the population growth during the decade took place prior to annexation. For cities with smaller annexations, on the other hand, the evidence indicates that growth subsequent to annexation was relatively much greater, and that two-thirds to three-fourths of the 1960s growth took place following annexation. In some cities, particularly in Oklahoma-Texas and in the Mountain division, the effect of annexation on growth was even more spectacular. Phoenix, Arizona, provides an example for which fairly precise data are available. Here the areas annexed during the 1960s (61 square miles) had less than 12,000 population in 1960, about 20,500 population when annexed, and 64,478 population in 1970.

More extensive comparison of annexation populations at different dates for individual cities would require more precise information on the 1960 population of the annexed areas than is available at the present time. However, the last column of both Tables 4/4 and 4/5, relating the 1960s annexation date population to the subsequent Census population, gives some idea of variations among regions and size groups in the extent to which development occurs before or after annexation. For example, Table 4/4 shows that the central city annexations of the 1960s had 3,746,000 population in 1970 compared with 2,454,000 when annexed, so that 66% of the end-of-decade population was present at the time of annexation.

Data for individual divisions (not given in the tables) show percentages in the 70 to 80% range in most parts of the country, but falling to 59% in the West North Central division, 55% in the Pacific, 38% in Oklahoma-Texas, and 35% in the Mountain division. The lower percentages for cities below 100,000 to some extent reflect their concentration in these divisions.

For suburbs the pattern is roughly similar, although the percentages are slightly lower — 58% for all suburbs, ranging from 49% to 71% in most regions, but dropping to 38% in Oklahoma-Texas and to only 6% in the Mountain division. In other words, the areas annexed by suburban cities in the Mountain region had little population when annexed and developed very rapidly after annexation.

Population Annexed in the 1960s Compared with the 1950s. According to the rough measure provided by the end-of-decade population data, the 1960s saw a significant falling off of population added through annexation even though total area added increased substantially. According to Table 4/4, about 5,092,000 1960 population lived in the areas annexed to central cities in the 1950s, while in 1970 only 3,746,000 lived in areas annexed since 1960. The comparison would have been even less favorable to the 1960s without the major city-county consolidations of that decade, which accounted for nearly a million of the 1970 population in annexed areas. The decrease in population gain in the 1960s was greatest in the South and the West. The North Central cities gained more population by annexation in the 1970s than in the 1960s, but this was entirely accounted for by the Indianapolis consolidation. The large suburbs also showed some falling off in population gained, except where city-county consolidations added large concentrations.

Without further research it is difficult to judge whether the fall in population of annexed areas reflects a trend away from annexations of heavily populated areas or a trend towards annexation of suburban territory before it undergoes large-scale development. Another possibility is that the 1950s witnessed a catching up of annexation after the slow decades of the 1930s and 1940s, and that extensive suburban areas with dense populations were therefore available for annexation to a greater degree in that decade than in the 1960s.

In any event, the number of square miles added to the central cities was 32% greater in the 1960s, and the population of about 1,750,000 (1960), 2,454,000 (annexation date), or 3,746,000 (1970) underscores that annexation continues to be a vital component of the growth of larger American cities.

Density of Annexed Territory. Table 4/4 shows that the areas annexed to central cities in the 1950s had an average density of 1,633 per square mile in 1960; the areas annexed to the same cities in the 1960s had a density of 815 per square mile in 1970, only about half as great. The areas annexed to the large suburbs in the 1950s had a density of 2,087 per square mile in 1960, while the areas annexed in the 1960s had a density of only 609 per square mile in 1970 (Table 4/5). In both the central cities and the suburbs, all regional and size categories showed a drop from the 1950s to the 1960s in the average density of annexed territory. However, there was no particular pattern of variation among regional or size groups in either average density or fall in density.

The annexation date densities for the 1960s show somewhat more regularity of pattern. For central cities, the densities for most regions and size groups were in the general vicinity of 600 per square mile. Ignoring divisions with practically no annexing cities, the averages for five of the divisions (not given in Table 4/4) ranged between 533 and 855, with lower values in the Mountain division (454), West North Central (384), and Oklahoma-Texas (119).

The annexation date densities represent an averaging of several thousand separate annexations to more than 175 cities in the entire decade.

Table 4/10 LAND AREA OF 188 LARGE CITIES, BY REGION: 1900-70

Classification	No. of cities	Land area[1] 1970	1960	1950	1940	1930	1920	1910	1900
Total, selected cities	188	12,885	8,950	6,456	5,685	5,570	4,786	3,984	3,419
Geographic region									
Northeast (incl. Del., Md., D.C., W. Va.)	56	1,662	1,655	1,626	1,573	1,551	1,522	1,390	1,332
North Central	59	3,350	2,342	1,843	1,743	1,701	1,459	1,268	1,125
South (excl. Del., Md., D.C., W. Va.)	54	5,923	3,382	1,828	1,284	1,244	852	690	512
West	19	1,950	1,571	1,159	1,085	1,074	953	636	450
Increase in total between censuses									
Square miles		3,935	2,494	771	115	784	802	565	
Percent		44.0	38.6	13.6	2.1	16.4	20.1	16.5	

Source: For 1900-40 data, see footnote 10 of main text.
For 1950-70 data, see source note, Table 4/4.

[1] In square miles.

By both region and size group there is a tendency for the annexations to average out to roughly the same density at the time of annexation. This suggests that in most regions of the country the conditions of suburban settlement that prompted a given area to wish for or consent to annexation by a neighboring central city during the 1960s were associated with a density of roughly 500 to 850 persons per square mile. The lower annexation date densities in the Mountain, West North Central, and Oklahoma-Texas divisions apparently reflect an unusually strong tendency for cities in these regions to annex sparsely settled land that is not yet suburbanized.

Estimates of annexation date populations are not available for the 1950s. If they were, it would be of great interest to see to what extent the average density of central city annexations in that decade was higher than in the 1960s. There is little doubt that the annexation date density dropped between the 1950s and the 1960s, in view of the substantial drop in the density of annexed areas as determined at the 1960 and 1970 Censuses. As mentioned earlier, preliminary data indicate that annexation date density for the central cities fell to 442 per square mile for 1970-73.

The annexation date density of territory annexed to large suburbs in the 1960s showed more variation among divisions, ranging from 1,275 in the Pacific and 922 in the West North Central divisions to only 89 in the Mountain and 70 in the South Central. The annexation date densities for suburbs averaged lower than for central cities, except in the Pacific and West North Central regions. Once again, it is difficult to generalize about the large suburbs because a few cities may have a disproportionate effect on the averages for a geographic area or size group.

AREAL EXPANSION OF LARGER CITIES, 1900-70

Table 4/10 provides data on areal growth over the last seven decades for 188 large cities for which data can be readily compiled. The data for 1900-40 are taken from a table prepared by Leo F. Schnore[10] and include essentially the SMSA central cities of 1950, except for a few for which comparable information could not be secured back to 1900. Data for 1950-70 for the same cities have been added to bring the comparison up-to-date.

Altogether, the 188 cities had 3,419 square miles in 1900. Their total area grew about 15 to 20% in each of the next three decades and reached 5,570 square miles in 1930. During the Depression decade of the 1930s annexation almost halted, amounting to only 115 square miles or 2%. Annexation activity was also slow in the 1940s, adding only 771 square miles (14%), proportionately less than in any decade from 1900 to 1930 and absolutely less than either the 1910s or 1920s.

However, in the 1950s annexations accelerated greatly, increasing the total area of the cities by almost 40% and adding more territory than had been annexed in the preceding 40 years. During the 1960s the areas added amounted to 3,935 square miles (44%), which was somewhat more than the total area of these cities in 1900. Of all the territory added to the 188 cities between 1900 and 1970, 68% was added after 1950.

The general picture these data provide is of moderate areal growth in 1900-50, interrupted by the Depression and World War II and accelerating rapidly after 1950. However, the totals conceal fundamental differences among the various regions. In the 70 years, the 56 cities of the Northeast (including Delaware, Maryland, the District of Columbia, and West Virginia) grew less than 25%, while the 54 cities in the South (excluding Delaware, Maryland, the District of Columbia, and West Virginia) grew by over 1,000%. The southern cities have had the fastest percentage growth in every period since 1920 and have accounted for over half the total area annexed to all the cities since 1900. The cities in the South, like all the others, showed little growth during the 1930s, but then grew by more than 40% during the 1940s, when cities in the other three regions showed only modest expansion. The western cities grew even more rapidly than the southern cities until 1920, but have grown more slowly since; however, there are only 19 western cities for which data could be carried back to 1900, and several cities of recent rapid growth are not included.

Most cities in New England have had no significant annexations in the whole period since 1900. There are a few cities outside New England of which the same is true, including New York, Philadelphia, Washington, Minneapolis, St. Paul, St. Louis, New Orleans, and San Francisco. Newark and Oakland had assumed essentially their present limits by 1910, and Boston, Baltimore, Rochester (New York), Wilmington, and Duluth by 1920.

CONCLUSION

The Bureau of the Census is now collecting annual data that provide an essentially complete statement of the annexation activity of incorporated places over 2,500 population. The bureau is also compiling data on the 1970 population of important annexations, and of all newly incorporated places. About 80 new places are incorporated each year; the majority are in the South, and most have less than 1,000 population each. Practically all of the new places over 5,000 population are suburban communities.

In the four years 1970-73 annexation activity continued at a rapid pace. Places over 2,500 annexed a total of 845 square miles in 1971, and 373 cities over 50,000 absorbed 1,062 square miles and an estimated 414,000 population in 1970-73. However, the larger cities, at least, have not been adding area and population at quite the rate of the two previous decades. During the 1960s the same 373 cities over 50,000 added 5,813 square miles and 2,886,000 population, including five large city-county consolidations. In the 1950s their growth in area was 3,526 square miles, but the population annexed was probably even larger than during the 1960s.

Cities in the Northeast (including Delaware, Maryland, the District of Columbia, and West Virginia) have done little or no annexing for many decades. Southern and western cities do the most annexing. Many of the largest cities outside the Northeast have practically ceased annexing; however, other large cities (several in Texas-Oklahoma, for example) continue to be very active.

Gross population densities of cities are highest in the largest cities and tend to be lower in the South and in the more thinly settled regions of the country. Gross densities have fallen sharply in most cities since at least 1950, usually because annexations of low-density fringe areas have more than offset the population growth of the city as a whole.

The territory annexed to central cities in the 1960s grew very rapidly in population during the decade, both before and after annexation, with about 65% of the growth taking place after annexation. For cities whose annexations contained smaller populations, the effect of annexation on the growth of the annexed territory was typically even greater.

There was a tendency during the 1960s for annexed areas in most regions to average a population density in the vicinity of 600 per square mile. The average density was lower in the Mountain, West North Central, and Oklahoma-Texas regions, in which overall city densities also were lower than average. The average density of annexed territory has been falling steadily in all regions.

Available data on areal growth of large cities since 1900 indicate that this growth was moderate from 1900 to 1950, ranging from 14% to 20% per decade except for the 1930s, when annexations practically ceased. Annexation activity accelerated greatly after 1950, and two-thirds of the area added between 1900 and 1970 was acquired between 1950 and 1970. A slow rate of areal expansion has characterized the cities of the Northeast since at least 1900. The most dramatic expansion in area has occurred in the South, whose larger cities grew by more than 1,000% during the 70 years.

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[1] Major European cities underwent a wave of areal expansion during this same period; this included Paris in 1859, Budapest in 1873, London in 1888, and Vienna in 1890. Large expansions took place at later dates in Berlin (1920), Tokyo (1932), and Moscow (1960). Several of these involved larger populations than the New York consolidation of 1898. The largest metropolitan consolidations to date in terms of urban population occurred in 1965 with the establishment of the Greater London Council, and in 1970 when the boundaries of Mexico City were extended to include the entire Distrito Federal. Each of these developments added more than four million people to the city population.

[2] U.S., Department of Commerce, Bureau of the Census, *1972 Boundary and Annexation Survey* (Washington, D.C.: Government Printing Office, 1973). The publication is available from the Superintendent of Documents for $0.85, domestic postpaid. Summary data in the Boundary and Annexation Survey do not include towns, townships, and similar areas that are not considered to be incorporated places for census purposes. Boundary changes for these places are, however, very infrequent.

[3] John C. Bollens, "Metropolitan and Fringe Area Developments in 1967," *The Municipal Year Book 1968* (Washington, D.C.: International City Managers' Association, 1968), pp. 25-36.

[4] Richard L. Forstall, "Changes in Land Area for Larger Cities, 1950-1970," *The Municipal Year Book 1972* (Washington, D.C.: International City Management Association, 1972), pp. 84-87.

[5] As in the 1972 article, a city was considered to have made a significant gain through annexation during a decade if it added at least two square miles or a population of at least 200 according to the subsequent Census.

[6] The total areal increase of central cities in the 1960s was 4,599 square miles, but 1,521 of this occurred through the three city-county consolidations. Hence gains from annexation (as opposed to consolidation) totaled 3,078 square miles, comparable to the gain of 3,119 square miles in the 1950s.

[7] The data on population in annexed areas according to the subsequent Census appear in U.S., Department of Commerce, Bureau of the Census, *U.S. Census of Population: 1960*, vol. 1, Part A, Table 9 for each state (for the 1950s decade); and U.S., Department of Commerce, Bureau of the Census, *Census of Population: 1970*, vol. 1, Part A, Table 8 for each state (for the 1960s decade). The data on population at the time of annexation are unofficial estimates made by the author while Senior Research Editor, Cartographic Division, Rand McNally & Company. They are based on the responses of cities to ICMA's annual questionnaires and other local data. The cooperation of Rand McNally & Company in making the data available for this article is gratefully acknowledged.

[8] Determinations of the 1960 Census population in areas annexed subsequent to the Census appeared from time to time during the 1960s in the summary reports on special censuses (U.S., Department of Commerce, Bureau of the Census, *Current Population Reports*, Series P-28).

[9] Indianapolis, Jacksonville, Nashville (consolidations); and Memphis, Toledo, Knoxville, Sacramento, and Macon.

[10] Leo F. Schnore, "Area in Square Miles, Metropolitan Central Cities, 1900-1950" (manuscript table including note on sources). Copies of this table can be obtained from the author or from Professor Schnore. The list includes the central cities of 1950 (including a few with less than 50,000 population), except for: Muncie, Indiana; Asheville, North Carolina; Austin, Texas; Baton Rouge, Louisiana; North Little Rock, Arkansas; and Wichita Falls, Texas, for which data could not be obtained back to 1900. Also included is one noncentral city, Kansas City, Kansas.

A 5

Trends in Canadian Intergovernmental Relationships

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The key to understanding Canadian local government relationships with senior governments is that Canada is a federation. In the constitutional distribution of powers, municipal government was clearly and specifically made a provincial responsibility. Thus, the municipalities, from the largest cities to the smallest townships, are "legal creatures" of the provinces no matter how they may dislike the role, although in fact there are often political constraints to such provincial authority.

The responsibility for municipal government has not been taken lightly by the provinces. The principle of provincial control is so completely accepted that even the larger cities have seldom attempted a challenge. This explicit recognition of provincial sovereignty has had important effects for, unlike the situation in the United States, the control has been complete. In Canada, as reported by Guthrie Birkhead, there are no special protective devices for local government.[1] Municipalities are, with few exceptions, subject to the general provincial acts governing municipal affairs. Even in special cases — for example, separate city charters issued by the provincial legislatures — the provincial authority is almost as extensive.

While over the years municipal governments have been allowed to operate in most provinces with a considerable degree of freedom, they nevertheless form a distinctly subsidiary element in the governmental system. The extent of provincial control is so firmly established that despite the constraints that are thus placed on some federal policies, and despite occasional municipal efforts to involve it, the government of Canada has never been willing to accept the political costs involved in conflict with the provincial governments on the question of local authority and control.

The Influence of Change. The social, economic, and political changes of the post-war world made any continuation of the traditional methods of local government inappropriate. The rapid urbanization of Canadian society and the resultant rapid growth of public demand for services provided at the local level was the most influential element in making positive response to change inevitable. With the increasing demands for municipal services, it became obvious that the fragmented structure of local government organization, with some 4,500 municipalities, plus school boards and other special purpose bodies, was no longer capable of coping with the demands made on it.

The growing incapacity of existing municipal organizations to cope with their assigned responsibilities left the provinces with the choice of either providing more financial resources or reducing local responsibilities. Neither was an enticing prospect, for most provinces were not equipped to manage the additional burden and there was little prospect of comprehensive action by the municipalities.

The story of municipal reform in Canada is not one of self-help as much as of authority imposed from above. It is undoubtedly fortunate that the provincial control was so complete, for without this overriding legal, political, and financial power there is no reason to suppose that substantial reform would have been accomplished.

Background to Reform. If any one event

Tendances des relations intergouvernementales au Canada

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Le secret pour comprendre les relations des gouvernements locaux avec les paliers supérieurs réside dans le fait que le Canada est une fédération. Dans la répartition constitutionnelle des pouvoirs, le gouvernement municipal était clairement et précisément une responsabilité provinciale. Ainsi, les municipalités, qu'elles soient grandes ou petites, sont des "créatures légales" des provinces, peu importe qu'elles n'aiment pas ce rôle; cependant, il existe souvent, dans les faits, des contraintes politiques à une telle autorité des provinces.

Ce n'est pas une responsabilité que les provinces ont acceptée à légère. Le principe de l'autorité provinciale est si entièrement reconnu que même les plus grandes villes ont rarement tenté de défier cette autorité. Cette reconnaissance explicite de la souveraineté provinciale a eu des répercussions importantes car, contrairement à ce qui se passe aux Etats-Unis, l'autorité a été absolue. Selon Guthrie Birkhead, il n'existe au Canada aucun instrument de protection pour le gouvernement local.[1] A l'exception de quelques municipalités, les autres sont soumises aux lois générales des provinces qui régissent les affaires municipales. Même dans des cas particuliers, comme ceux des villes qui possèdent une charte municipale distincte émise par les provinces, l'autorité provinciale est presque aussi étendue.

Bien que, depuis plusieurs années, les gouvernements municipaux jouissent d'une assez grande liberté dans la plupart des provinces, ils n'en demeurent pas moins un élément subsidiaire du système gouvernemental. L'étendue de l'autorité provinciale est si fermement établie que, malgré les contraintes que certaines politiques fédérales subissent ainsi et malgré les efforts tentés occasionnellement par les municipalités pour que le gouvernement fédéral s'intéresse à la question, il n'a jamais consenti à accepter les frais politiques qu'il lui en coûterait d'entrer en conflit avec les gouvernements provinciaux au sujet de l'autorité locale et de son contrôle.

L'Influence du changement. Les changements sociaux, économiques, et politiques de la période d'après-guerre ont rendu inappropriées les méthodes traditionnelles des gouvernements locaux. L'urbanisation rapide de la société canadienne et l'accroissement de la demande de services au niveau local qui s'ensuivit a probablement été l'élément le plus décisif en faveur d'un changement inévitable. A mesure que cet accroissement de la demande se manifestait, il devint évident que la structure fragmentée de l'organisation des gouvernements locaux, qui comptait environ 4,500 municipalités, plus les commissions scolaires et d'autres organismes à buts particuliers, ne pouvait plus répondre aux pressions exercées par le public.

L'incapacité grandissante des organismes municipaux existants à s'acquitter des responsabilités qui leur étaient assignées a forcé les provinces à fournir des ressources financières accrues aux municipalités ou à réduire leurs responsabilités. Ni l'une ni l'autre de ces solutions ne souriaient aux provinces, car la plupart d'entre elles ne pouvaient assumer ce fardeau additionnel, et il était difficile de s'attendre à ce que les

could be said to have been a starting point for municipal reform in Canada in the post-war years, it was the determination of Premier Frost of Ontario to proceed with the reorganization of civic government in Toronto in 1953. This set a pattern for action which has provided an important influence for municipal reform. The methods and the results in the different provinces have not always followed the same broad path, but events have shown beyond doubt that it is only through provincial intervention, persuasion, and coercion, under the leadership of a political figure of considerable force, that anything of substance is likely to be accomplished.

The success of Metropolitan Toronto from 1954 to the present day has had important influences. Although the usual organizational changes, amalgamations, and creation of special purpose bodies continue, the bold step of creating a federative form of government in a municipal setting started a trend towards fundamental reorganization. In 1960 Winnipeg followed the pattern set in Toronto with the creation of the Metropolitan Corporation of Greater Winnipeg, and has, since 1972, advanced further with the development of a more centralized amalgamated form. Political factors have resulted in a less structured federative approach in the Montreal Urban Community, while Vancouver has yet to feel the pressure of the provincial government to develop a more coherent form of regional administration.

Urbanization and Its Impact. Public interest in the problems of municipal government from the 1950s to the present day has largely focused on the cities. The rapid urbanization of Canada has dominated most thinking in local government reform. To some extent the problems have been increased by rural domination of provincial legislatures, and positive provincial action, especially in the form of financial aid, has often been limited by this fact.

It was evident, however, that the problems associated with urbanization could not be met solely by reorganization of city governments. They had also spread into fragmented local areas which had no capacities to deal with them.

In a country as vast and as diverse as Canada, no one pattern is applicable. Thus, while municipal reorganization of the urban structure was appropriate in Toronto, Winnipeg, and Montreal, it would have served little purpose in a largely depressed rural province like New Brunswick. Here the exercise by the province of legal authority over local government was the key. In its Equal Opportunities Programme of 1967, New Brunswick assumed most of the functions of local government, subject to some special arrangements for local conditions, especially in the more heavily populated areas. While this seems to have been a successful approach under the circumstances, the heavy emphasis on centralization is not generally acceptable in all provinces.

Growth of Regional Government. In recent years, the interest in municipal reform has turned increasingly to the development of forms of regional government. Initially, this approach (in actuality a sophisticated extension of county government) was seen as the answer to meeting the needs of administrative efficiency while preserving some important elements of local autonomy. It has not proved as simple as originally conceived, and some retreats from the original objectives have been necessary. Nevertheless, there is no reason to regard experiments with regional governments a failure. It is probable that some forms of regional government will be increasingly seen as the solution to the problems of effective local administration.

The development of regional government was first seriously undertaken in Ontario. This was inevitable, for the southwestern part of that province contains the most highly developed area of Canada, in which mounting problems of urban growth were forcing early action. Also, the success of the metropolitan reorganization in Toronto had prepared the provincial government with an eminent technical and political base equipped to handle a problem of extreme complexity. The provincial government had also received considerable encouragement from a select committee of the legislature, a committee of experts appointed to study provincial taxation (the Smith Committee), and even from the municipal associations, which urged a reexami-

municipalités prennent quelque initiative exhaustive.

L'histoire de la réforme municipale au Canada n'en est pas une d'efforts "personnels," mais plutôt celle d'une autorité venant d'un palier supérieur. Il est sans doute heureux que l'autorité provinciale ait été aussi absolue car, sans ce pouvoir juridique, politique, et financier détenu par les provinces, rien ne pouvait laisser croire qu'une réforme importante aurait pu s'accomplir.

Genèse de la réforme. Si l'on peut dire d'un événement qu'il a constitué le point de départ de la réforme municipale au Canada au cours des années d'après-guerre, c'est bien la décision du premier ministre de l'Ontario, l'honorable Frost, de procéder à la réorganisation du gouvernement municipal de Toronto en 1953. Ce geste a donné le ton et a eu une influence importante sur la réforme municipale. Les méthodes et les résultats dans les autres provinces n'ont pas toujours suivi ce large sentier, mais les événements ont prouvé d'une façon indéniable que seules l'intervention provinciale, la persuasion, et la contrainte exercée par des hommes politiques ayant de la poigne pouvaient permettre d'obtenir des résultats importants.

Le succès remporté par le Toronto métropolitain, de 1954 à nos jours, a eu d'importantes répercussions. Bien qu'il se soit effectué des modifications dans l'organisation, des amalgamations et que de nouveaux organismes à buts particuliers aient été mis sur pied, etc., l'audacieuse mesure de créer une forme fédérative de gouvernement dans un contexte municipal a suscité une tendance vers une réorganisation fondamentale. En 1960, Winnipeg a suivi l'exemple de Toronto et a créé la Corporation du Winnipeg métropolitain et, depuis 1972, elle a atteint une forme amalgamée plus centralisée. A cause de certains facteurs politiques, la Communauté urbaine de Montréal a choisi une formule fédérative moins structurée, tandis que Vancouver attend de sentir la pression du gouvernement provincial pour mettre au point une forme plus cohérente d'administration régionale.

L'Urbanisation et son impact. L'intérêt que le public a manifesté à l'égard des gouvernements municipaux, des années 1950 à nos jours, a porté surtout sur les problèmes des villes. L'urbanisation rapide du Canada a été le point central de la réforme des gouvernements locaux. Dans une certaine mesure, les difficultés ont été aggravées par la domination des gouvernements provinciaux par les secteurs ruraux, et la portée des mesures positives prises par les provinces, surtout en ce qui a trait à l'aide financière, a souvent été restreinte par ce fait.

Il était cependant évident que les problèmes découlant de l'urbanisation ne pouvaient être résolus uniquement par la réorganisation de gouvernements municipaux. Ils existaient aussi dans les zones locales fragmentées qui n'étaient pas en mesure d'y faire face.

Dans un pays aussi étendu et aussi diversifié que la Canada, il est évident qu'une formule unique ne peut suffire. Bien que la réorganisation de la structure urbaine convenait aux régions de Toronto, Winnipeg, et Montréal, elle n'aurait pas été d'une grande utilité dans une province rurale et pauvre comme le Nouveau-Brunswick. Une fois de plus, l'exercice de l'autorité légale de la province sur les gouvernements locaux était la solution. Dans le cadre du "Programme d'égalité des chances" mis en oeuvre en 1967, cette province s'est appropriée la plupart des fonctions des gouvernements locaux, sous réserve de certaines ententes spéciales convenant aux conditions locales, surtout dans les régions les plus peuplées. Bien que ce programme semble avoir été une tentative heureuse dans les circonstances, le fort accent placé sur la centralisation ne pourrait être accepté de façon générale.

La Croissance du gouvernement régional. Au cours des dernières années, l'intérêt qu'a suscité la réforme municipale s'est tourné de plus en plus vers l'établissement de certaines nation of the structure and relationships of municipal units.

A number of local government reviews were undertaken in problem urban areas by appointed expert commissioners. The first was started in 1964 in the Ottawa area, where development of a regional government was complicated by the fact that the city was the national capital and already part of a federal district (albeit one of limited powers).

In 1965 a study of the Niagara area was commissioned, and later in the year nine additional studies were announced, although all were not commenced immediately. More recently, some counties have instituted studies of their own.

These studies did not produce immediate or identical results. In one or two cases amalgamation was chosen in preference to regional plans. It was, in fact, several years before the general pattern of regional government, usually of a two-tier form combining urban and rural areas, came to be firmly established in Ontario. Regional government was not without its opponents. Many municipalities have resisted the loss of local autonomy. Generally, however, the various commissions of enquiry, the experience in Metropolitan Toronto, and the educational organizational reforms of the 1960s have prepared the province for governmental reforms. The Ontario experience was reported by the Treasurer of Ontario in June 1974 in the following words:

Beginning with the establishment of the Regional Municipality of Ottawa-Carleton in 1969 a number of comprehensive measures were implemented to improve the structure and organization of local government. These involved consolidation of jurisdictions, boundary changes and transfers of responsibility. School boards were consolidated into 182 units from about 1,400 separate jurisdictions.

Regional and district municipalities were established in 11 areas: Niagara, Ottawa-Carleton, Waterloo, York, Halton, Hamilton-Wentworth, Peel, Durham, Sudbury, Muskoka and Haldimand-Norfolk.

Including Metropolitan Toronto, almost two-thirds of Ontario residents live within the jurisdiction of restructured municipal governments. The establishment of these new units has created a framework within which municipalities can: plan for more orderly development; provide services more effectively in rapidly growing areas; establish priorities for financing, and create more equitable means of cost-sharing among residents.[2]

The initial thrust of regional reorganization has been made in Ontario, although a number of potential developments and adjustments are uncompleted. Attention is now being directed to the rationalization of local government through increased provincial grants and by direct payments to taxpayers through special credits for real property taxes. Extensive effort has also been put into the modernization of statutes governing municipal activities.

Obviously, a number of problems remain, especially those related to the attempts to promote orderly urban growth — particularly in the rapidly developing industrialized area of southwestern Ontario centered on Toronto. But with the general pattern of regional government well established, we may look in the immediate future for additional adjustments — especially in the provincial role in planning and development — rather than for large-scale geographic reorientation.

Attempts at regional reorganization have not been confined to Ontario, although efforts there have been the most extensive. New Brunswick has experienced municipal reform, and the situation seems to have stabilized in a highly centralized form. Québec has made a number of attempts at rationalization of its municipal organization. The latest, a five-year plan for municipal reorganization, was submitted in 1970. It proposed a drastic reduction in the number of municipalities in favor of 4 urban and 16 regional counties but has since been changed to provide 10 regions of 13 communities each. However, strong opposition from the counties has apparently halted progress, and attempts now seem to be concentrated on voluntary reorganization.

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formes de gouvernement régional. Au début, cette formule, qui n'était en somme que le prolongement plus raffiné d'une administration de comté, devenait la réponse qui solutionnerait les problèmes d'efficacité administrative, tandis qu'elle préservait en même temps des éléments importants de l'autonomie locale. Mais cette formule n'était pas aussi simple qu'elle le paraissait au premier abord, et il a fallu renoncer à certains buts premiers. Quoi qu'il en soit, aucune raison nous permet de considérer cette expérience comme une faillite. Il est fort probable que, de plus en plus, certaines formes de gouvernments régionaux sembleront être la solution aux problèmes d'une bonne administration des municipalités.

C'est en Ontario que la formation de gouvernements régionaux a d'abord été sérieusement entreprise. Cela était inévitable car la partie sud-ouest de cette province est la plus développée du Canada et, dans cette région, les problèmes croissants de la poussée urbaine forçaient le gouvernement à prendre des mesures immédiates. Il ne faudrait pas négliger le fait que le succès de l'expérience vécue à Toronto a fourni au gouvernement provincial un excellent atout technique et politique pouvant lui permettre de faire face à un problème d'une grande complexité. Le gouvernement avait été aussi fortement encouragé par un comité spécial de l'assemblée législative, un comité d'experts nommés pour étudier la fiscalité provinciale (le Comité Smith) et même par les associations municipales, qui faisaient pression pour que l'on étudie de nouveau la structure et les relations des unités municipales.

Un certain nombre d'études sur les gouvernements locaux ont été entreprises dans les régions urbaines qui posaient des problèmes, par des commissaires désignés et experts en la matière. Le premier groupe d'étude s'est mis à l'oeuvre en 1964 dans la région d'Ottawa, où le problème se compliquait du fait que la ville était la capitale nationale et qu'elle faisait déjà partie d'un district fédéral, bien qu'elle ne jouissait que de pouvoirs limités.

On a ensuite commandé une étude de la région de Niagara en 1965, et plus tard, au cours de la même année, neuf autres études ont été annoncés, bien qu'elles n'aient pas été effectuées immédiatement. Plus récemment, certains comtés ont entrepris des études de leur propre chef.

Tous ces travaux n'ont pas produit des résultats immédiats ou identiques. Dans un ou deux cas, on a préféré la formule de l'amalgamation à celle des plans régionaux. Cela s'est produit de fait plusieurs années avant que soit fermement établie en Ontario la formule générale d'un gouvernement régional, ordinairement à deux paliers, combinant les régions urbaines et les régions rurales. La chose ne s'est pas faite sans opposition. Plusieurs municipalités se sont battues pour leur autonomie locale. Mais, dans l'ensemble, la province avait été bien préparée à accepter les réformes gouvernementales par les diverses commissions d'enquête et par l'expérience du Toronto métropolitain ainsi que par les réformes dans l'organisation de l'enseignement au cours des années 1960. Le Trésorier de l'Ontario a présenté à ce sujet un exposé en juin 1974:

> Dès l'établissement de la municipalité régionale d'Ottawa-Carleton en 1969, un certain nombre de mesures globales ont été appliquées pour améliorer la structure et l'organisation des gouvernements locaux. Ces mesures comportaient la consolidation des jurisdictions, des modifications aux limites des villes et des transferts de responsabilités. Les commissions scolaires ont été regroupées en 182 seulement alors qu'elles étaient auparavant 1,400, toutes distinctes.
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> Des municipalités régionales et des districts ont été établis dans 11 régions: Niagara, Ottawa-Carleton, Waterloo, York, Halton, Hamilton-Wentworth, Peel, Dur-

The need for regional organization has been much less urgent in other provinces. In Manitoba problems have centered around Metropolitan Winnipeg, where the experiment in total amalgamation still remains to be judged. In Saskatchewan and Alberta important adjustments through annexations and amalgamations have traditionally met the situation. All prairie provinces have undertaken substantial consolidation of school districts.

British Columbia is unique. Its population is scattered in mountain valleys with the greatest concentration located in the southwest coastal corner around Vancouver. Only 2% of the land area in the province is included within municipal boundaries. The provincial government has never been very willing to force the issue, with the result that regional organization has evolved rather slowly from special purpose bodies. In 1965 a regional district act was passed, largely based on the regional hospital districts. Districts are set up largely around established trading areas and embrace both organized municipalities and unorganized electoral areas. There is a good deal of freedom in the kinds of services assumed by the districts, although some services such as planning, building inspection, and public works are required by all districts. Hospital services are a compulsory regional responsibility, administered under a separate organization but headed by the same district director. It is much too early to tell whether these districts will eventually evolve into effective self-contained governmental units which will largely replace existing municipalities or whether they will remain as merely convenient coordinators of tasks which do not fit into established municipal boundaries.

A Royal Commission report in Nova Scotia on municipal reorganization has recently been completed. Its approach is somewhere between the highly centralized provincial control of New Brunswick and the regional district approach of Ontario. It proposes a takeover by the province of a number of services which are currently municipally operated, including education, health, social services, housing, and justice, and also proposes the drastic readjustment of municipal organization. The commission suggests that the province be divided into 11 counties responsible for planning, development, and local services. One-tier municipalities would replace the existing structure of 18 counties, 24 rural municipalities, 38 towns, and 3 cities. In the 3 designated metropolitan counties no separate town councils would exist, but in the other 8 the existing towns would continue to elect councils whose local functions would presumably be delegated from the counties. What the reaction will be either officially or politically is yet to be determined. Experience indicates that a good deal of local opposition will be encountered and the government of the province will probably carefully evaluate the implications — not only politically, but from the point of view of the effects on provincial finances.

Trends in Financial Adjustment. As in Ontario, much of the current attention elsewhere is being directed to the modernization of existing organizations. Incremental changes have many political attractions. These changes are particularly concerned with financial adjustments that in most cases involve increased transfers to the municipalities from the provinces. While the municipalities view this with suspicion, there is very little they can do failing a basic reorganization of the entire national tax system. The personal income tax, in which they would like to participate, is entirely in the hands of the federal and provincial governments, and most municipal officials understand that this type of tax is not suited to local administration. Thus, the idea of revenue sharing is gaining increasing support, and the government of Ontario has gone on record with a commitment to transfer to the municipalities any greater share of the personal income tax which it is able to obtain from the government of Canada. Needless to say, this is regarded by the federal government as a political ploy and its practical value is open to question.

While there may be gains to the municipalities, indications point to further complications in the grant structure, not only in the growing unconditional transfers but also in special purpose grants for various local services, such as transportation, housing, and the control

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ham, Sudbury, Muskoka et Haldimand-Norfolk.

Y compris le Toronto métropolitain, presque les deux tiers des habitants de l'Ontario tombent sous la juridiction de gouvernements municipaux restructurés. Leur établissement a créé un cadre dans lequel les municipalités peuvent planifier en vue d'un développement mieux ordonné, assurer des services plus efficaces dans les régions en plein essor, établir des priorités de financement, et créer des moyens plus équitables de partager les coûts entre les citoyens.[2]

L'impulsion première de la réorganisation régionale s'est faite en Ontario, bien qu'un certain nombre d'initiatives et d'adaptations restent à réaliser. L'attention porte maintenant plus directement sur la rationalisation des gouvernements locaux au moyen de subventions provinciales accrues et de paiements directs aux contribuables par l'entremise de dégrèvements à valoir sur l'impôt foncier. On s'est aussi attaqué résolument à la modernisation des statuts régissant l'activité municipale.

De toute évidence, il reste des problèmes à résoudre, principalement ceux qui ont trait aux tentatives en vue de favoriser la croissance urbaine de façon rationnelle, surtout dans la région centrale de Toronto. Mais, étant donné que la formule générale du gouvernement régional est bien établie, nous pouvons espérer pour un avenir immédiat des rajustements plus particuliers, surtout en ce qui a trait au rôle des provinces dans la planification et le développement, plutôt qu'une réorientation géographique sur une vaste échelle.

Les tentatives de réorganisation régionale ne se sont pas limitées à l'Ontario, bien que les efforts déployés par cette province aient été plus poussés. La réforme municipale au Nouveau-Brunswick est chose faite, et la situation semble stabilisée à un niveau de centralisation élevé. Le Québec a fait quelques tentatives en vue de rationaliser l'organisation municipale. La dernière, un plan quinquennal portant sur la réorganisation municipale, a été présentée en 1970. Ce plan aurait réduit considérablement le nombre de municipalités et les aurait groupées en 4 comtés urbains et 16 comtés régionaux, mais il a été modifié depuis ce temps et il prévoit maintenant 10 régions de 13 collectivités chacune. Quoi qu'il en soit, une forte opposition de la part des comtés a apparemment freiné le progrès, et les tentatives semblent maintenant porter sur la réorganisation volontaire.

Le besoin d'une organisation régionale a été beaucoup moins urgent dans les autres provinces. Au Manitoba, les problèmes qui se sont posés venaient surtout du Winnipeg métropolitain, où l'expérience de l'amalgamation totale reste à juger. En Saskatchewan et en Alberta, des remaniements importants au moyen d'annexions et d'amalgamations ont toujours fourni la solution. Toutes les provinces des Prairies ont entrepris un important regroupement des districts scolaires.

La Colombie-Britannique demeure un cas particulier. La population est disséminée dans des vallées et la plus grande partie habite le littoral sud-ouest près de Vancouver. Seulement 2% de la superficie de la province sont situés en deçà des frontières municipales. Le gouvernement provincial n'a jamais vraiment voulu pousser les choses de sorte que l'organisation régionale a évolué plutôt lentement grâce à des organismes préposés à cette fin. Mais, en 1965, une loi sur le district régional a été adoptée, et elle repose en grande partie sur les districts régionaux hospitaliers. Ces districts sont surtout centrés dans les régions où des postes commerciaux sont établis et comprennent les municipalités organisées ainsi que les régions électorales non organisées. Il y a beaucoup de latitude quant aux genres de services assurés par les districts bien que la planification, l'inspection des immeubles, et les travaux publics sont exigés de tous. Les services hospitaliers sont aussi une responsabilité régionale obligatoire, mais of the environment, with which all three levels of government are involved.

The continued concern over the real property tax has brought an extension of direct grants to taxpayers. Direct grants first started in British Columbia as a grant to homeowners several years ago. Grants have been extended in other provinces, and in Ontario and Manitoba have been incorporated in a complex credit under the federally administered personal income tax.

The Pressure for New Revenue Sources. If there is a common denominator in the current municipal picture in Canada (other than the general discontent with the limited local autonomy) it is the growing pressure of municipal governments for greater revenue resources. At present, as municipal responsibilities grow, local governments are increasingly dependent on provincial grants. Their one principal source of tax revenue, the real property tax, is not only unresponsive to growth, it is politically vulnerable as a regressive form, and no economists' arguments are likely to convince either taxpayers or politicians to the contrary.

This dependence of municipal governments on transfers is illustrated in two ways. In 1972 only 52.1% of municipal revenues was raised internally. The balance of 47.9% came from: (1) provincial conditional grants (41.6%); (2) provincial unconditional grants (4.1%); (3) federal conditional grants (1.3%); and (4) federal unconditional grants in lieu of taxes on federal property (0.5%). The remaining balance was from federal and provincial government enterprises. The importance of transfers is further emphasized by the fact that, in 1972, before intergovernmental transfers, deficits of all local governments totaled $4.9 billion (national accounts basis). Deficits were reduced to $958 million after transfers had been taken into account.

While nearly all governments have indulged themselves increasingly in deficit financing in recent years, the municipal situation has been the most difficult, owing, at least in part, to the lack of internally controlled revenue resources. Municipalities controlled only about 13% of total public revenue sources in 1972 but were responsible for 25% of total public expenditures. And, while the municipal share of public expenditures has steadily increased in the later post-war period, the municipal share of revenue sources has been decreasing. The resultant dependence on the favors of provincial governments has led to the growing municipal demand for some greater share in the revenue resources of the country, particularly the personal income tax.

The Search for Partnership. While municipal demands for greater revenue are by no means new (at one time before World War II municipalities in some provinces did have the right to personal income taxation), they began to take concrete form in 1969. In that year a committee of municipal representatives was formed under the leadership of the national Canadian Federation of Mayors and Municipalities. Some members of the committee favored a distinct constitutional status, a least for large metropolitan areas, but there was little widespread support and the objective became a working partnership with the two senior levels of government in hopes of a more realistic recognition of municipal revenue needs.

The Joint Municipal Committee on Intergovernmental Relations, representative of the national organization and the provincial associations, was eventually successful in achieving recognition of its role through a formal conference of all three levels of government. This was not done without considerable difficulty, for some provinces were understandably reluctant to yield their constitutional authority. The new federal Ministry of Urban Affairs was more responsive, for it, too, was trying to establish a recognized relationship with municipal governments in Canada.

While in a purely substantive sense little was accomplished at the first Tri-Level Conference in November 1972, some important precedents were established. For the first time municipal representatives conferred as distinct entities, not merely as provincial delegates, and discussed mutual problems with national and provincial representatives. A further gain was the development of tri-level regional meetings on

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ils relèvent d'une organisation distincte, bien que les administrateurs soient les mêmes. Il est beaucoup trop tôt pour dire si ces districts se transformeront éventuellement en des unités gouvernementales, autonomes et efficaces, qui remplaceront en grande partie les municipalités actuelles ou s'ils demeureront simplement des coordonnateurs commodes pour les travaux qui ne peuvent s'insérer dans les limites établies des fonctions municipales.

Le rapport de la Commission royale d'enquête sur la réorganisation municipale en Nouvelle-Ecosse vient de paraître. Dans sa façon d'aborder la question, il semble se situer entre le contrôle provincial très centralisé du Nouveau-Brunswick et la formule du district régional de l'Ontario. En effet, il propose que la province prenne en charge un certain nombre de services normalement fournis par les municipalités, y compris l'éducation, la santé, les services sociaux, l'habitation, et la justice et qu'elle veille au rajustement radical de l'organisation municipale. Il propose que la province soit divisée en 11 comtés responsables de la planification, de la mise en valeur, et des services locaux. Le rapport prévoit des municipalités à un palier de gouvernement, qui remplaceraient la structure actuelle de 18 comtés, 24 municipalités rurales, 38 villes, et 3 cités. Dans les 3 comtés métropolitains désignés, aucun conseil municipal distinct ne pourrait exister, mais les 8 autres villes pourraient continuer à élire des conseils dont les fonctions locales seraient vraisemblablement déléguées par les comtés. Reste à savoir quelle sera la réaction officielle ou politique. L'expérience laisse supposer qu'il y aura une bonne opposition de la part des municipalités et le gouvernement de la province étudiera probablement très attentivement les répercussions non seulement politiques mais aussi financières sur son budget.

Tendances du rajustement financier. Comme en Ontario, une grande partie de l'attention actuelle est centrée dans les autres régions sur la modernisation des organismes existants. Les changements successifs possèdent plusieurs attraits politiques. Ces changements touchent particulièrement les rajustements financiers qui, dans la plupart de cas, prennent la forme de transferts accrus aux municipalités de la part des provinces. Bien que les municipalités demeurent sceptiques à ce sujet, elles sont à peu près impuissantes faute d'une réorganisation fondamentale de l'ensemble du régime fiscal national. Le champ d'imposition touchant le revenu des particuliers, auquel elles aimeraient participer, est pleinement occupé par le fédéral et les provinces, et la plupart des autorités municipales reconnaissent que ce domaine n'est pas l'idéal pour les administrations locales. Conséquemment, l'idée de partage des recettes fiscales gagne de plus en plus d'adeptes et le gouvernement de l'Ontario est allé jusqu'à s'engager publiquement à remettre aux municipalités toute partie additionnelle d'impôt sur le revenu qu'il peut obtenir du gouvernement du Canada. Inutile de dire que cette offre est considérée par le gouvernement fédéral comme un tour de passe-passe politique et que sa valeur pratique est mise en doute.

Toutefois, bien que les municipalités aient peut-être quelque avantage à tirer de cette formule, tout indique que le régime des subventions deviendra encore plus compliqué, qu'il s'agisse de transferts non conditionnels et croissants ou de subventions à des fins spéciales pour divers services locaux comme le transport, l'habitation, et la protection de l'environnement, domaines qui intéressent les trois paliers de gouvernement.

La préoccupation constante que suscite le fardeau de la taxe foncière s'étend jusqu'à l'octroi de subventions directes aux contribuables, qui a débuté en Colombie-Britannique sous forme de subventions aux propriétaires de maisons il y a plusieurs années. Ces subventions sont maintenant accordées dans d'autres provinces et, en Ontario et au Manitoba, elles sont incorporées dans un dégrèvement complexe applicable à l'impôt sur le re-

local matters related to government-wide concerns. This appears to have developed, particularly in Ontario, into one of the more effective instruments of practical cooperation.

The second Tri-Level Conference, in October 1973, while no more successful in providing solutions to concrete issues than the first, did achieve one major breakthrough. After some strong and persistent resistance from two or three provinces, but with the support of the federal Minister of Urban Affairs, It was agreed to establish a task force on public finance to carry out an in-depth analysis of the present state of public finance in Canada, with special reference to local government finance.[3]

Eventually, after considerable maneuvering among federal, municipal, and provincial representatives, the task force representative of all three levels of government was appointed in the spring of 1974 to report to the Ministers of Finance of Canada and the Provinces and to the joint chairmen of the Tri-Level Conference by the fall of 1975.

To those who have seen such operations come and go, this may seem less than an historic event. But from the point of view of the municipalities it was a tremendous accomplishment. The results of the task force study may not disclose new knowledge. That is not too important. What is important is that in the appointment of the task force there is explicit recognition of the growth of municipal influence in the government of Canada.

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[1] Guthrie S. Birkhead, "Introduction," in *A Look to the North: Canadian Regional Experience*, ed: Advisory Commission on Intergovernmental Relations, vol. 5 in the series Substate Regionalism and the Federal System (Washington, D.C.: Government Printing Office, 1974).

[2] John White, *Financing Development of Local Government in Ontario* (Toronto: Ontario Government Publication, 1974), pp. 4-5.

[3] Intergovernmental Relations Conference Secretariat, *Summary Record of Proceedings of the Second Tri-Level Conference* (Ottawa: Intergovernmental Relations Conference Secretariat, 1973).

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venu des particuliers perçu par le gouvernement fédéral.

Les Pressions exercées pour obtenir de nouvelles sources de revenu. S'il existe un dénominateur commun de l'image que donnent actuellement les municipalités canadiennes, à l'exception du mécontentement général à cause de l'autonomie locale restreinte, c'est la pression croissante des gouvernements municipaux pour obtenir de meilleures sources de revenu. A l'heure actuelle, à mesure que les responsabilités des municipalités croissent, les gouvernements locaux dépendent de plus en plus des subventions provinciales. Leur unique et principale source de revenu, l'impôt foncier, ne peut non seulement suffire à répondre aux besoins grandissants, mais il est politiquement vulnérable parce que régressif, et aucun argument venant des économistes ne pourrait convaincre du contraire ni les contribuables ni les hommes politiques.

Cette dépendance des gouvernements municipaux sur les transferts est démontrée de deux façons. En 1972, seulement 52.1% des recettes municipales étaient prélevées par les municipalités. Le reste, soit 47.9%, proveanait: (1) des octrois conditionnels des provinces dans une proportion de 41.6%; (2) des octrois non conditionnels des provinces pour 4.1%; (3) des subventions conditionnelles du gouvernement fédéral pour 1.3%; (4) et pour 0.5%, des subventions non conditionnelles du gouvernement fédéral, en remplacement de l'impôt foncier sur les propriétés fédérales. Le reste provenait des entreprises des gouvernements fédéral et provinciaux. L'importance des transferts est prouvée aussi par le fait que, en 1972, avant les transferts intergouvernementaux, les déficits de tous les gouvernements locaux s'élevaient à $4,900,000,000 (d'après les Comptes nationaux). Ce déficit n'était que de $958 millions après l'instauration du régime des transferts.

Bien que presque tous les gouvernements aient accepté de plus en plus de financer les déficits des municipalités au cours des dernières années, la situation a été très difficile à cause, en partie du moins, du manque de sources de revenu qu'elles pouvaient contrôler. Les municipalités avaient la mainmise sur seulement 13% environ de toutes les sources de revenu public en 1972, mais elles dépensaient 25% de toutes les dépenses publiques. Tandis que la part municipale des dépenses publiques croissait sans cesse dans les années de l'après-guerre, celle des recettes diminuait. Il s'en est suivi que la dépendance à l'égard des gouvernements provinciaux a incité les municipalités à réclamer de plus en plus une part accrue des recettes fiscales du pays, surtout du produit de l'impôt sur le revenu des particuliers.

En quête de partenaires. Ces demandes, des municipalités en vue d'obtenir plus de revenu ne sont en aucune façon nouvelles (à un moment donné avant la Deuxième Grande Guerre, les municipalités de certaines provinces avaient le droit d'imposer le revenu des particuliers); elles ont commencé à prendre une forme concrète en 1969. Cette année-là, un comité de représentants municipaux s'est formé sous la direction de la Fédération nationale canadienne des maires et des municipalités. Quelques membres du comité se sont prononcés en faveur d'un statut constitutionnel distinct, du moins pour les grandes régions métropolitaines, mais ils ont reçu peu d'appui et on a visé avant tout à établir une association efficace avec les deux paliers supérieurs de gouvernement, qui, espérait-ont, pourrait conduire à une reconnaissance plus réaliste des besoins financiers des municipalités.

Le Comité municipal mixte sur les relations intergouvernementales, qui représente l'organisme national et les associations provinciales, a éventuellement réussi à se faire reconnaître grâce à une conférence officielle réunissant les trois paliers de gouvernement. Cela ne s'est pas fait sans de nombreuses difficultés, car certaines provinces hésitaient, à raison, à céder l'autorité constitutionnelle qu'elles détenaient. Le nouveau ministère fédéral d'Etat aux Affaires urbaines a été plus enthousiaste, car lui aussi essayait d'établir

une relation reconnue avec les gouvernements municipaux du Canada.

Bien que, dans un sens purement quantitatif, peu de résultats aient découlé de la première conférence tripartite de novembre 1972, des précédents importants ont été créés. Pour la première fois, des représentants municipaux ont participé à une conférence comme représentants d'entités distinctes, et non simplement comme délégués provinciaux, et ils y ont discuté de problèmes mutuels avec les représentants du fédéral et des provinces. Un autre pas a été franchi avec la tenue de réunions régionales des trois gouvernements intéressés, où des questions d'une importance locale particulière pour les trois gouvernements étaient étudiées. Ces réunions sont peut-être devenues, surtout en Ontario, un des instruments les plus efficaces de collaboration pratique.

La deuxième conférence tripartite, celle d'octobre 1973, a réussi à faire une percée importante, bien qu'elle n'ait pas eu plus de succès que la première pour trouver des solutions aux problèmes concrets. Après une forte et persistante résistance de deux ou trois provinces, mais avec l'appui du ministre fédéral d'Etat aux Affaires urbaines, on a convenu de former un groupe d'étude sur les finances publiques pour analyser en profondeur l'état actuel des finances publiques au Canada, et particulièrement celles des gouvernements locaux.[3]

Finalement, après de nombreuses autres discussions entre les représentants des paliers fédéral, provincial, et municipal, les membres du groupe d'étude représentant chacun des trois paliers de gouvernement ont été nommés au printemps de 1974. Ils doivent faire rapport à l'automne de 1975, aux ministres des Finances du Canada et des provinces et aux présidents conjoints de la conférence tripartite.

Ceux qui ont été témoins de ces activités ne semblent pas croire qu'il s'agit d'un événement historique. Mais, du point de vue des municipalités, c'est une grande victoire. Les constatations du groupe d'étude ne nous aprendront peut-être pas beaucoup de nouveau. Cela n'est pas très important; ce qui compte, c'est que l'établissement d'un groupe d'étude constitue une reconnaissance explicite de l'influence croissante des municipalités dans l'administration du pays.

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[1] Guthrie S. Birkhead, "Introduction," de *A Look to the North: Canadian Regional Experience,* éd.: Commission consultative sur les relations intergouvernementales, vol. 5, de la collection Substate Regionalism and the Federal System (Washington, D.C.: Government Printing Office, 1974).

[2] John White, *Financing Development of Local Government in Ontario* (Toronto: publication du gouvernement ontarien, 1974), p. 4 et 5.

[3] Secrétariat de la Conférence sur les relations intergouvernementales, *Résumé des délibérations de la deuxième Conférence tripartite* (Ottawa: Secrétariat de la Conférence sur les relations intergouvernementales, 1973).

B Municipal Employment and Finances

1 Expenditure, Compensation, and Employment Data in Police, Fire, and Refuse Departments

2 Employment and Salaries for Canadian Police and Fire Departments

3 Salaries of Canadian Municipal Officials

4 City Employment and Payrolls

B1

Expenditure, Compensation, and Employment Data in Police, Fire, and Refuse Collection and Disposal Departments*

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This article examines compensation, expenditure, and selected employment data in municipal police, fire, and refuse collection and disposal departments. The data are based on responses to a survey questionnaire sent out in January 1974 by the International City Management Association (ICMA). All U.S. cities 10,000 and over in population were surveyed.[1]

POLICE DEPARTMENT EXPENDITURES, COMPENSATION, AND EMPLOYMENT

As of January 1, 1974, total expenditures for municipal police services are approximately $38.50 per capita or more than $2.5 billion (Tables 1/1, 1/2, and 1/3). The bulk of these monies are for salaries and wages ($27.39 per capita) (Table 1/1). Municipal contributions to retirement, health, and insurance programs for uniformed personnel are $5.41 per capita. Similar programs for civilian police employees account for $.54 of total per capita police expenditures (Table 1/2). Total capital outlay is $1.27 per capita, and all other expenditures are $3.92 per capita (Table 1/3).

Per capita police expenditures for salaries and wages for uniformed and civilian police personnel increase with city size (Table 1/1). While cities 10,000 to 24,999 expend $19.13 per capita for police salaries and wages, cities in the next largest category expend $20.16 per capita. The largest cities have a police salary expenditure of $43.28 per capita.

The city contribution to uniformed personnel retirement programs is positively related to city size, except that the per capita expenditure is slightly lower in cities 50,000 to 99,999 than in cities 25,000 to 49,999. City contributions to health and insurance programs for uniformed police personnel hover around $.75 on a per capita basis, except in the largest cities where the per capita contribution is $1.14 (Table 1/1).

While some variations in police salary expenditures are expected because of differences in salary levels (i.e., the largest cities generally pay the highest salaries), the difference in the size of the police force is a more important contributing factor.[2]

Geographically, cities in the North Central region and the West have markedly higher per capita police salary and uniformed personnel retirement expenditures than do cities in the Northeast and South. Cities in the Northeast and North Central regions experience higher per capita contributions to health and insurance programs for uniformed personnel than do cities in the West and South (Table 1/1).

Central cities have a considerably higher per capita salary and retirement expenditure than do suburban and independent cities. Variations in the contributions to health and insurance programs among city types are relatively small.

Mayor-council cities have substantially higher per capita police salary and fringe benefit expenditures than do cities with another form of government (Table 1/1). In part this is because large cities — generally characterized by the mayor-council form of government — have the largest police forces.

Municipal fringe benefit expenditures for civilian police personnel vary by city size, geographic region, city type, and form of government (Table 1/2). Cities over 500,000 incur considerably higher per capita retirement (but not health and insurance) contributions than do other cities. Geographically, western cities have the highest per capita fringe benefit expenditure for civilian police employees. The city contribution to civilian personnel retirement programs is highest in mayor-council cities. Differing rates of civilian utilization among municipal police forces partially explain these variations in fringe benefit expenditures.

Differences among cities for capital outlay per capita are relatively small (Table 1/3). The 1,185 cities reporting police department capital outlay data have a total per capita expenditure of $1.27, ranging from $.96 to $1.61 among cities of different size, $1.14 to $1.43 among cities in different regions, $1.26 to $1.30 among cities of different types, and $1.07 to $1.64 among cities with different forms of government.

For all other expenditures in municipal police departments, the largest variations occur among cities with different forms of government (Table 1/3). The per capita expenditure ranges from $2.18 in town meeting cities to approximately $4.00 in both mayor-council and council-manager municipalities. The per capita variation for all other expenditures is $.88, $.99, and $.64 for cities of different types, for cities in different regions, and for cities of different size, respectively.

The data in Table 1/4 indicate that the average size of the police force in the cities reporting is 126, ranging from 30 full-time paid employees in the smallest cities to 3,333 in the largest. Geographically, the average number of police employees is largest in the West (169), but exclusion of New York City from the Northeast listing reduces by about half the average number of police employees reported for cities in this region.[3] Central cities are typically large cities and, therefore, have much larger police forces than do suburban or independent cities. Full-time police employment varies by form of government, ranging from an average of 26 employees in town meeting cities to 190 in mayor-council cities.

Little variation in the work week for police patrolmen exists. The average number of hours policemen work per week is 40 (Table 1/4).

As of January 1, 1974, the average starting (i.e., entrance) salary for police patrolmen is $8,789, which is $31 less than the median entrance salary (Table 1/5). The average maximum salary is $10,569, which is $90 more than the median maximum salary. Police salaries are generally positively related to city size. However, cities 50,000 to 99,999 pay higher entrance and maximum salaries than do cities 100,000 to 249,999.

Geographically, police entrance and maximum salaries are highest in the West and lowest in the South (Table 1/5). The median entrance salary in the West is 15.4% higher than in the Northeast, 13.3% higher than in the North Central region, and 42.7% higher than in the South. The median maximum salary in the West is 17.6%, 15.4%, and 45.5% higher than in the Northeast, North Central, and South, respectively.

Suburban cities pay higher police salaries than do central or independent municipalities (Table 1/5). The median entrance salary in suburban cities is 9.4% higher than in central cities and 28.4% higher than in independent cities, while the median maximum salary in suburban cities is 12.7% higher than in central cities and 31.7% higher than in independent cities. Council-manager cities have higher entrance and maximum salaries than do cities with another form of government.

Most cities provide longevity pay to their police employees. The median number of years of service required for longevity pay in the cities responding is 20 (Table 1/6). The median maximum salary including longevity is $11,181 — about 7% more than the median maximum salary without longevity. The variations in maximum salary with longevity, according to city size, geographic location, and city type, in general follow the pattern seen in Table 1/5. However, the margin of difference between western cities and those in other geographic regions diminishes considerably. In Table 1/6, the margin of difference between western cities and those in the Northeast, North Central, and South is 9.8%, 10.7%, and 28.9%, respectively. As regards form of government, mayor-council cities show the highest figure.

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*Data for this article were collected from the survey *Police, Fire, and Refuse Collection and Disposal Personnel, Salaries, and Expenditures: 1974* (P-F-S—Sal/74), by the International City Management Association, Washington, D.C., 1974.

Table 1/1 CITY EXPENDITURES FOR POLICE DEPARTMENT SALARIES AND WAGES (civilian and uniformed) AND RETIREMENT, HEALTH, AND INSURANCE PAYMENTS FOR UNIFORMED PERSONNEL

	Salaries and wages[1]			City contribution to uniformed personnel retirement programs[2]			City contribution to uniformed personnel health and insurance programs[3]		
Classification	No. of cities reporting	Total (000)	Per capita	No. of cities reporting	Total (000)	Per capita	No. of cities reporting	Total (000)	Per capita
Total, all cities	1,321	$1,894,559	$27.39	1,084	$283,855	$4.57	1,169	$50,939	$ .84
Population group									
Over 500,000	17	739,964	43.28	18	157,052	8.82	16	15,608	1.14
250,000-500,000	23	221,991	27.88	21	33,253	4.68	21	5,111	.72
100,000-249,999	71	245,698	23.67	61	26,588	2.94	66	7,406	.76
50,000- 99,999	159	244,822	21.87	139	25,044	2.57	145	7,815	.77
25,000- 49,999	308	216,929	20.16	264	24,044	2.61	271	6,846	.72
10,000- 24,999	743	225,155	19.13	581	17,874	1.94	650	8,153	.78
Geographic region									
Northeast	295	235,652	25.88	210	23,661	3.31	246	8,550	1.10
North Central	431	677,626	30.35	365	113,737	5.57	398	19,193	1.05
South	332	456,695	22.46	263	37,526	2.15	282	9,752	.54
West	263	524,586	30.15	246	108,931	6.38	243	13,144	.80
City type									
Central	235	1,319,543	32.05	202	227,013	5.85	211	30,436	.86
Suburban	690	444,707	22.08	560	44,237	2.63	622	15,628	.85
Independent	396	130,309	16.59	322	12,605	1.94	336	4,875	.73
Form of government									
Mayor-council	445	1,014,453	33.90	351	188,020	6.89	383	24,979	1.02
Council-manager	772	788,114	22.51	664	85,809	2.73	707	23,738	.73
Commission	58	72,496	21.66	48	9,252	3.10	45	1,699	.59
Town meeting	29	9,425	21.23	13	274	1.49	21	232	.68
Rep. town meeting	17	10,071	23.18	8	500	2.32	13	291	.83

[1] Includes amount of gross salaries and wages for all police department personnel — regular, full-time, and part-time.

[2] Includes city payments to social security, state administered employee retirement systems, and/or city administered employee retirement systems for uniformed personnel only.

[3] Includes city payments to health, hospital, or disability programs and/or life insurance programs for uniformed personnel only.

FIRE DEPARTMENT EXPENDITURES, COMPENSATION, AND EMPLOYMENT

In 1974, per capita expenditures for municipal fire services amount to $26.43, or to a total of almost $1.65 billion (Tables 1/7, 1/8, and 1/9). On a per capita basis, approximately 69% of these funds are for salaries and wages for uniformed and civilian personnel, 21% for contributions to retirement, health, and insurance programs for uniformed personnel, 1% for contributions to retirement, health, and insurance programs for civilian employees, 3% for capital outlay, and 6% for all other expenditures.

As with police, per capita fire expenditures for salaries and wages for uniformed and civilian personnel vary positively by city size (Table 1/7). Among the four largest city size groupings, per capita salary and wage expenditures vary by $2.37 (i.e., from $18.43 to $20.80); the expenditure differential is $.09 in the two largest groupings. Cities 10,000 to 24,999 expend $12.63 per capita for fire salaries and wages — almost $4 less than cities 25,000 to 49,999.

The city contribution to uniformed personnel retirement programs in cities 500,000 and over is $9.93. There is relatively little variation in the per capita retirement contributions among cities 25,000 to 249,999. The smallest cities incur the lowest per capita expenditure for retirement programs for uniformed personnel.

Geographically, northeastern municipalities have the highest per capita salary and wage expenditure for fire personnel ($23.82) and southern municipalities have the lowest ($16.67) (Table 1/7). This differs from the salary and wage expenditures for police, where cities in the North Central and West have the highest per capita expenditure. North Central cities have a substantially higher per capita retirement expenditure for uniformed fire personnel than do other cities. Southern cities have the lowest per capita retirement contribution.

Among cities of different types, central cities have the highest per capita expenditure for salaries and wages, and for retirement programs for uniformed personnel (Table 1/7). Central cities expend about 20% more per capita for fire salaries and wages than do suburban cities which, in turn, expend about 21% more per capita for fire salaries and wages than do independent cities. Central cities expend 36% more per capita than suburban cities and 29% more than independent cities on retirement programs for uniformed fire personnel.

Cities with a representative town meeting form of government have a higher per capita fire salary and wage expenditure than do cities with another form of government, but only about 1% of the cities surveyed have this form of government. Mayor-council cities have the second highest salary expenditure per capita for firefighters and the highest per capita expenditure for retirement. Council-manager cities have relatively low per capita expenditures for salaries, wages, and retirement (Table 1/7).

City contributions to health and insurance programs for uniformed fire personnel tend to be slightly inversely related to city size, though the per capita differentials are not large (Table 1/7). The smallest cities have the highest per capita expenditure ($.66).

Cities in the Northeast have a markedly higher per capita contribution to health and insurance programs for uniformed personnel than do cities in the other regions, especially those in the South. Central and independent cities have the same per capita contributions to health and insurance programs for uniformed fire personnel, but this is 28% less than the per capita contribution in suburban cities.

The per capita contribution to these fringe benefit programs is largest in cities with the representative town meeting form of government ($1.08) and second largest in mayor-council cities ($.72). The contribution rate does not vary much among cities with other forms of government (Table 1/7).

Table 1/2 CITY PAYMENTS FOR RETIREMENT, HEALTH, AND INSURANCE PROGRAMS FOR POLICE DEPARTMENT EMPLOYED CIVILIANS

Classification	City contribution to civilian personnel retirement programs[1]			City contribution to civilian personnel health and insurance programs[2]		
	No. of cities reporting	Total (000)	Per capita	No. of cities reporting	Total (000)	Per capita
Total, all cities	701	$19,215	$.40	592	$5,952	$.14
Population group						
Over 500,000	16	7,686	.56	14	1,885	.16
250,000-500,000	18	2,231	.37	18	646	.11
100,000-249,999	57	2,827	.33	56	1,126	.14
50,000- 99,999	109	2,442	.31	100	947	.13
25,000- 49,999	200	2,383	.34	172	761	.13
10,000- 24,999	301	1,646	.33	232	744	.20
Geographic region						
Northeast	118	1,418	.31	96	447	.11
North Central	255	5,979	.40	206	1,998	.16
South	149	4,401	.30	123	1,197	.09
West	179	7,417	.53	167	2,310	.17
City type						
Central	178	13,709	.42	158	3,846	.13
Suburban	364	4,495	.37	312	1,693	.15
Independent	159	1,011	.28	122	413	.14
Form of government						
Mayor-council	199	9,682	.49	163	2,462	.14
Council-manager	468	8,997	.35	398	3,292	.14
Commission	27	512	.23	23	179	.10
Town meeting	6	20	.18	5	11	.11
Rep. town meeting	1	4	.32	3	8	.08

[1] Includes city payments to social security, state administered employee retirement systems, and/or city administered employee retirement systems.

[2] Includes city payments to health, hospital, or disability programs and/or life insurance programs.

Table 1/3 POLICE DEPARTMENT CAPITAL OUTLAY AND ALL OTHER POLICE DEPARTMENT EXPENDITURES

Classification	Capital outlay			All other expenditures[1]		
	No. of cities reporting	Total (000)	Per capita	No. of cities reporting	Total (000)	Per capita
Total, all cities	1,185	$79,999	$1.27	1,100	$243,897	$3.92
Population group						
Over 500,000	16	20,664	1.26	17	71,090	4.16
250,000-500,000	21	6,892	.96	23	28,361	3.56
100,000-249,999	61	14,469	1.61	58	35,476	4.20
50,000- 99,999	143	11,538	1.15	143	41,921	4.17
25,000- 49,999	289	12,322	1.22	267	33,616	3.59
10,000- 24,999	655	14,114	1.36	592	33,433	3.57
Geographic region						
Northeast	240	9,168	1.25	228	30,511	4.11
North Central	399	23,086	1.14	362	66,705	3.33
South	299	26,799	1.43	284	80,890	4.32
West	247	20,946	1.26	226	65,791	4.09
City type						
Central	209	47,655	1.26	204	149,843	3.90
Suburban	620	23,264	1.30	573	72,164	4.19
Independent	356	9,080	1.26	323	21,890	3.31
Form of government						
Mayor-council	378	28,392	1.07	348	108,915	3.98
Council-manager	715	45,746	1.40	666	125,105	4.00
Commission	47	4,719	1.64	47	8,170	2.91
Town meeting	28	616	1.45	24	817	2.18
Rep. town meeting	17	526	1.21	15	890	2.25

[1] Includes all police department expenditures not included in Tables 1/1 and 1/2.

Municipal contributions to retirement, health, and insurance programs for civilian fire employees amount to $.15 per capita, and vary by city size, geographic region, city type, and form of government (Table 1/8).

Capital outlay for municipal fire departments varies considerably with city size and form of government (Table 1/9). On a per capita basis, fire department capital expenditures vary inversely by city size (except in cities 100,000 to 249,999) and are more than twice as high for the smallest cities as for the largest. Mayor-council and council-manager cities have a lower per capita capital outlay expenditure than do cities with another form of government. Among the regions, capital outlay per capita is highest in cities in the Northeast and lowest in cities in the North Central and West. Capital outlay per capita is lower in central cities than in suburban and independent cities.

All other expenditures in municipal fire departments on a per capita basis are inversely related to city size (except for cities over 500,000) (Table 1/9). The per capita expenditure for all other expenditures is highest in the Northeast and lowest in the North Central, highest in suburban cities, and highest in cities with the representative town meeting form of government.

Municipal fire departments employ an average of 95 full-time paid employees in 1974, and firefighters in these departments work an average of 54 hours per week (Table 1/10). As with police, fire employment varies positively by city size, ranging from 22 employees in the smallest cities to 1,565 employees in the largest cities. The firefighter work week is shorter in cities over 500,000 than it is in other cities.

Geographically, the average number of employees is lowest in the Northeast. Cities in the Northeast also have a markedly shorter work week for firefighters than do cities in the other regions. As might be expected, central cities employ a much larger full-time work force than do suburban and independent cities, many of which maintain volunteer fire forces. Firefighters in independent cities work a longer week than firefighters in suburban and central cities. Mayor-council and commission cities employ on the average more firemen than do cities with another form of government.

As of January 1, 1974, municipally employed firefighters have an average starting (i.e., entrance) salary of $8,428 and an average maximum salary of $10,005 (Table 1/11). The median starting salary is $8,416 and the median maximum salary is $9,996. Generally, firefighter salaries are positively related to city size. However, the entrance and maximum salaries, both mean and median, are lower in cities 100,000 to 249,999 than in cities 50,000 to 99,999.

Geographically, western cities pay the highest fire salaries and southern cities pay the lowest. The median entrance salary in the West is 13.6% higher than in the Northeast, 10.6% higher than in the North Central, and 46.1% higher than in the South. The median maximum salary in the West is 18.0%, 16.1%, and 47.2%

higher than in the Northeast, North Central, and South, respectively.

Among city types, suburban municipalities pay the highest firefighter salaries (Table 1/11). In 1974 the median entrance salary in suburban cities is 11.5% and 31.7% higher than in central and independent cities, respectively. The median maximum salary is 10.8% higher than in central cities and 32.4% higher than in independent cities.

Cities with the town meeting form of government pay the highest median entrance firefighter salaries, while cities with the representative town meeting form of government pay the highest median maximum salaries (Table 1/11). The median salary difference between the highest and lowest paying cities among different forms of government is $918 (11.5%) at the entrance level and $1,091 (11.8%) at the maximum level.

In the cities reporting, the average number of years of service required for longevity pay is 18; the median number is 20 (Table 1/12). The median maximum salary including longevity is $10,663, or 6.7% higher than the median maximum salary without longevity.

Table 1/4 POLICE DEPARTMENT EMPLOYEES' AND POLICE PATROLMEN'S WORK WEEK

	No. of full-time paid employees[1]			Regular work week hours	
Classification	No. of cities reporting	Mean	No. of employees per 1,000 pop.	No. of cities reporting	Mean
Total, all cities	1,342	126	2.4	1,337	40
Population group					
Over 500,000	18	3,333	3.4	18	40
250,000-500,000	24	866	2.4	24	40
100,000-249,999	72	327	2.3	72	40
50,000- 99,999	162	136	1.9	161	40
25,000- 49,999	310	65	1.9	309	40
10,000- 24,999	756	30	1.9	753	40
Geographic region					
Northeast	301	66	2.2	300	39
North Central	441	126	2.4	438	40
South	336	146	2.4	335	40
West	264	169	2.4	264	40
City type					
Central	241	486	2.7	241	40
Suburban	701	52	1.8	698	40
Independent	400	38	1.9	398	40
Form of government					
Mayor-council	459	190	2.8	457	40
Council-manager	777	93	2.1	775	40
Commission	59	137	2.2	59	40
Town meeting	30	26	1.7	29	39
Rep. town meeting	17	47	1.9	17	39

[1] Includes uniformed and nonuniformed personnel.

REFUSE COLLECTION AND DISPOSAL DEPARTMENT EXPENDITURES, COMPENSATION, AND EMPLOYMENT

In 1974, expenditures for municipal refuse collection and disposal departments total almost $650 million, or $13.74 on a per capita basis (Tables 1/13, 1/14, and 1/15). On a per capita basis, 55% of these monies are for salaries and wages, 7% for retirement and health and insurance programs for refuse collectors, 3% for retirement, health, and insurance programs for refuse collection and disposal department employees other than refuse collectors, 10% for capital outlay, and 25% for all other expenditures.

The per capita expenditure for refuse collector salaries and wages varies slightly by city size, ranging from $7.19 to $7.96 (Table 1/13). The per capita expenditure is largest in cities over 500,000, and is about 4.5% higher than in cities 250,000 to 500,000 and in cities 50,000 to 99,999, and approximately 6.4% higher than in cities 10,000 to 24,999.

The per capita city contribution to refuse collectors' retirement programs is highest in cities over 500,000 ($.80) and second highest in cities 10,000 to 24,999 ($.75) (Table 1/13). Cities 250,000 to 500,000 have the lowest per capita retirement contribution ($.48). Excluding municipalities 500,000 and over, refuse collector retirement program expenditures are inversely related to city size.

The per capita contributions to health and insurance programs are also inversely related to city size except for cities over 500,000. These expenditures range from $.14 to $.34 on a per capita basis.

In contrast to police and fire, southern cities have the highest per capita expenditure for refuse collector salaries and wages ($8.46) (Table 1/13). The southern expenditure is 15.7%, 13.1%, and 36.0% higher than expenditures in the Northeast, North Central, and West. Contributions to refuse collectors' health and insurance programs are highest in the Northeast and North Central and lowest in the West.

Among city types, independent municipalities have the lowest per capita expenditure for salaries and wages (Table 1/13). There is relatively little variation in the per capita contribution to refuse collectors' retirement programs among the different city types. The per capita expenditure for health and insurance programs is highest in suburban cities and lowest in central cities.

Mayor-council cities have the highest per capita expenditure for salaries and wages and retirement programs (Table 1/13) among municipalities with different forms of government. The variation in the per capita expenditure for salaries and wages among cities with different forms of government is $2.12, while the variation for refuse collectors' retirement programs is $.40. Cities with a town meeting form of government have the highest per capita expenditure for refuse collectors' health and insurance programs.

For employees other than refuse collectors, contributions to retirement and health and insurance programs total about $12.3 million, or $.43 per capita (Table 1/14). The largest cities, North Central cities, central cities, and mayor-council cities have the highest per capita contributions to retirement programs.

Capital outlay for refuse collection and disposal department employees amounts to $57.5 million, or $1.43 per capita (Table 1/15). Capital outlay per capita is inversely related to city size (excluding cities 500,000 and over, and cities 25,000 to 49,999), and is more than twice as high in the smallest cities as in those 250,000 to 500,000. Northeastern cities have a higher capital outlay per capita than cities located in any other region. The capital outlay per capita is 54% higher in suburban and independent cities than in central cities.

All other expenditures in municipal refuse collection and disposal departments total approximately $157 million, or $3.38 per capita (Table 1/15). These expenditures vary by approximately 21.5% among cities of different size, 46.4% among cities in different regions, 33.9% among cities of different types, and 31.5% among cities with different forms of government. The smallest cities, cities in the North Central region, suburban cities, and cities with the town meeting form of government have the highest per capita expenditures.

The average number of full-time paid refuse collection employees in the cities reporting is 65 and varies positively by city size (Table 1/16). Geographically, southern cities have the largest number of full-time refuse collection department employees. Central cities have the largest departments among city types, and mayor-council cities have the largest departments among cities with different forms of government. The average number of hours refuse collection department employees and collectors work per week is 40.

The average starting salary for refuse collec-

Table 1/5 POLICE PATROLMEN'S ANNUAL BASE SALARY, JANUARY 1, 1974

	Entrance salary					Maximum salary					No. years to reach maximum	
Classification	No. of cities reporting	Mean	First quartile	Median	Third quartile	No. of cities reporting	Mean	First quartile	Median	Third quartile	No. of cities reporting	Mean no. years
Total, all cities	1,341	$ 8,789	$7,584	$ 8,820	$10,000	1,317	$10,569	$ 9,006	$10,479	$12,167	1,211	3
Population group												
Over 500,000	18	10,142	8,638	9,830	11,436	18	12,025	10,970	12,515	13,350	18	8
250,000-500,000	24	9,876	8,378	9,846	10,812	24	11,843	10,308	11,672	13,332	24	3
100,000-249,999	72	9,398	8,130	9,156	10,660	72	11,301	9,802	10,998	12,916	67	4
50,000- 99,999	162	9,591	8,488	9,553	10,889	159	11,478	9,768	11,412	13,277	155	3
25,000- 49,999	309	8,973	7,888	8,940	10,187	307	10,816	9,457	10,816	12,327	289	4
10,000- 24,999	756	8,416	7,200	8,450	9,616	737	10,022	8,458	9,960	11,704	658	3
Geographic region												
Northeast	301	8,899	8,200	8,904	9,735	297	10,625	9,557	10,618	11,626	272	3
North Central	440	9,128	8,190	9,068	10,110	433	10,875	9,437	10,819	12,245	398	3
South	336	7,304	6,300	7,197	8,112	325	8,652	7,200	8,580	9,910	294	3
West	264	9,987	8,790	10,273	11,280	262	12,378	10,939	12,486	13,554	247	4
City type												
Central	241	8,831	7,623	8,759	9,755	237	10,845	9,423	10,308	11,730	227	4
Suburban	701	9,531	8,582	9,585	10,596	691	11,518	10,328	11,616	13,013	639	3
Independent	399	7,459	6,453	7,466	8,400	389	8,715	7,524	8,820	9,840	345	3
Form of government												
Mayor-council	458	8,667	7,656	8,733	9,723	447	10,406	8,864	10,236	11,665	407	3
Council-manager	777	8,917	7,535	8,986	10,358	767	10,766	9,145	10,816	12,651	710	3
Commission	59	8,197	6,984	8,340	9,040	58	9,551	8,535	9,494	10,627	50	3
Town meeting	30	8,648	8,140	8,697	9,180	28	10,144	9,172	10,206	10,843	27	3
Rep. town meeting	17	8,486	8,092	8,703	9,008	17	10,115	9,318	10,403	10,843	17	3

Table 1/6 LONGEVITY PAY FOR POLICE PATROLMEN, JANUARY 1, 1974

	Maximum salary including longevity					No. of years service for maximum longevity				
Classification	No. of cities reporting	Mean	First quartile	Median	Third quartile	No. of cities reporting	Mean	First quartile	Median	Third quartile
Total, all cities	753	$11,245	$ 9,831	$11,181	$12,633	756	17	14	20	25
Population group										
Over 500,000	13	13,764	11,534	13,249	15,011	11	19	9	21	24
250,000-500,000	18	12,462	10,890	12,467	13,407	18	19	17	20	21
100,000-249,999	47	12,179	10,378	11,384	13,842	46	20	15	20	25
50,000- 99,999	106	11,929	10,502	11,673	13,147	109	18	15	20	25
25,000- 49,999	202	11,395	10,130	11,419	12,871	203	17	15	20	21
10,000- 24,999	367	10,697	9,240	10,698	12,119	369	16	10	20	24
Geographic region										
Northeast	206	11,602	10,687	11,474	12,567	205	17	15	20	24
North Central	264	11,623	10,172	11,384	12,895	269	17	15	20	21
South	202	9,864	8,127	9,782	11,271	200	18	12	20	25
West	81	12,553	10,567	12,600	14,060	82	17	10	20	20
City type										
Central	167	11,220	10,045	11,058	12,384	163	19	15	20	25
Suburban	389	12,167	10,966	12,037	13,699	392	17	11	20	24
Independent	197	9,448	8,276	9,420	10,474	201	17	12	20	22
Form of government										
Mayor-council	281	11,326	9,983	11,282	12,633	288	17	14	20	21
Council-manager	403	11,364	9,756	11,268	12,927	403	18	14	20	25
Commission	43	10,106	9,133	10,250	11,401	41	17	10	18	23
Town meeting	15	10,393	9,837	10,973	11,532	14	15	7	15	20
Rep. town meeting	11	10,488	9,550	10,553	11,431	10	15	10	15	18

Table 1/7 CITY EXPENDITURE FOR FIRE DEPARTMENT SALARIES AND WAGES (civilian and uniformed) AND RETIREMENT, HEALTH, AND INSURANCE PAYMENTS FOR UNIFORMED PERSONNEL

Classification	Salaries and wages[1]			City contribution to uniformed personnel retirement programs[2]			City contribution to uniformed personnel health and insurance programs[3]		
	No. of cities reporting	Total (000)	Per capita	No. of cities reporting	Total (000)	Per capita	No. of cities reporting	Total (000)	Per capita
Total, all cities	1,129	$1,186,289	$18.33	886	$279,229	$4.87	954	$34,441	$.62
Population group									
Over 500,000	17	355,661	20.80	18	176,800	9.93	16	7,824	.57
250,000-500,000	23	164,911	20.71	20	27,754	4.12	21	4,180	.59
100,000-249,999	70	197,112	19.18	62	25,498	2.77	65	5,988	.63
50,000- 99,999	145	188,499	18.43	123	21,498	2.48	130	5,938	.65
25,000- 49,999	274	159,435	16.60	228	17,588	2.22	235	5,273	.64
10,000- 24,999	600	120,671	12.63	435	10,091	1.44	487	5,238	.66
Geographic region									
Northeast	194	163,799	23.82	116	14,723	2.96	146	5,608	.99
North Central	377	359,577	17.01	309	157,157	8.11	328	12,446	.74
South	315	333,505	16.67	235	32,302	1.95	259	7,207	.41
West	243	329,408	19.73	226	75,047	4.57	221	9,180	.59
City type									
Central	231	814,259	19.88	198	239,243	6.23	204	20,322	.58
Suburban	518	267,863	16.57	392	29,391	2.27	437	10,447	.74
Independent	380	104,167	13.73	296	10,595	1.76	313	3,672	.58
Form of government									
Mayor-council	379	569,844	20.05	274	200,614	7.81	305	16,394	.72
Council-manager	663	542,147	16.75	555	70,939	2.49	587	16,208	.55
Commission	51	58,976	18.39	43	7,096	2.49	39	1,396	.51
Town meeting	20	4,546	15.16	6	95	1.01	11	83	.45
Rep. town meeting	16	10,776	26.03	8	485	2.25	12	360	1.08

[1] Includes amount of gross salaries and wages for all fire department personnel: regular, full-, and part-time.

[2] Includes city payments to social security, state administered employee retirement systems, and/or city administered employee retirement systems for uniformed personnel only.

[3] Includes city payments to health, hospital, or disability programs and/or life insurance programs for uniformed personnel only.

Table 1/8 CITY PAYMENTS FOR RETIREMENT, HEALTH, AND INSURANCE PROGRAMS FOR FIRE DEPARTMENT EMPLOYED CIVILIANS

Classification	City contribution to civilian personnel retirement programs[1]			City contribution to civilian personnel health and insurance programs[2]		
	No. of cities reporting	Total (000)	Per capita	No. of cities reporting	Total (000)	Per capita
Total, all cities	302	$3,756	$.11	248	$1,347	$.04
Population group						
Over 500,000	15	1,686	.13	13	363	.03
250,000-500,000	17	507	.09	17	107	.02
100,000-249,999	51	407	.05	48	162	.02
50,000- 99,999	68	589	.12	57	242	.06
25,000- 49,999	73	300	.11	61	186	.08
10,000- 24,999	78	267	.19	52	287	.32
Geographic region						
Northeast	32	469	.22	36	79	.03
North Central	83	1,532	.16	69	559	.07
South	76	585	.05	59	194	.02
West	111	1,170	.10	84	515	.05
City type						
Central	124	2,742	.10	104	683	.03
Suburban	139	874	.14	113	448	.08
Independent	39	140	.15	31	216	.26
Form of government						
Mayor-council	72	2,233	.14	64	513	.04
Council-manager	217	1,474	.08	171	800	.05
Commission	12	47	.03	11	31	.02
Town meeting	1	2	.15	0	0	.00
Rep. town meeting	0	0	.00	2	3	.04

[1] Includes city payments to social security, state administered employee retirement systems, and/or city administered employee retirement systems.

[2] Includes city payments to health, hospital, or disability programs and/or life insurance programs.

tors is $6,570 as of January 1, 1974 (Table 1/17). The median entrance salary is $6,348. At the maximum level, the mean and median salaries of refuse collectors total $7,469 and $7,350, respectively.

As with police and fire, western cities pay higher maximum salaries to refuse collectors than do cities in the other regions (Table 1/17). At the entrance level, North Central cities pay the highest refuse collector salaries, and southern cities pay the lowest.

Suburban municipalities pay the highest refuse collector salaries among cities of different types. The median entrance salaries for refuse collectors in suburban cities are 18.2% and 30.2%, respectively, higher than in central and independent municipalities. The median maximum salary in suburban cities is 14.3% higher than in central cities and 27.7% higher than in independent cities.

The median starting salaries of refuse collectors vary by 25.6% in cities with different forms of government, while the median maximum salaries vary by 10.2% (Table 1/17). Cities with a town meeting form of government have the highest median entrance salaries, and mayor-council cities provide the highest median maximum salaries.

In the cities reporting, the median maximum salary including longevity is $8,154, which is 10.9% higher than the median salary without longevity (Table 1/18). Cities 250,000 to 500,000 provide the highest median maximum salary with longevity — 16.6% higher than in cities over 500,000. The median number of years of service required for longevity is 20.

PAY TRENDS AND RELATIONSHIPS AMONG THE UNIFORMED SERVICES

From January 1, 1973, to January 1, 1974, the average entrance and maximum salaries for municipally employed policemen and firemen increased at a higher rate than at any time over the last three years (Table 1/19). The average maximum salaries for policemen rose at a rate of 8.5% from 1973 to 1974, and have increased 30.5% since 1970.

The average starting and maximum salaries for firefighters as of January 1, 1974, are 7.1% and 7.6% higher, respectively, than in 1973. The average maximum salaries for firefighters increased 29% since 1970.

Regarding interservice pay relationships, the median entrance salary of refuse collectors is 28% less than that of police while the median maximum salary is 30% less. Firefighters earn approximately 4.5% less than police at both levels (Table 1/20).

The ratios of refuse collector and firefighter to police salaries vary by city size, geographic location, city type, and form of government (Table 1/20). For refuse collectors, the median entrance salary ratios are highest in the largest cities, in northeastern cities, in suburban cities, and in cities with the town meeting form of government. At the median maximum salary level, the ratios of refuse collector to police salaries are highest in cities 50,000 to 99,999, in North Central cities, in independent cities, and in mayor-council cities.

Firefighter/police salary ratios tend to be positively but unevenly related to city size.[4] The median entrance salary ratios are highest in North Central cities, in suburban cities, and in cities with the town meeting form of government. The median maximum salaries are highest western cities, in central cities, and in cities with the town meeting form of government (Table 1/20).

CONCLUSION

The data presented in this report are intended to aid in the management of municipal police, fire, and refuse collection and disposal departments. Employees of these departments are among the most visible and most important of all municipal workers.

Salary and related compensation affect a jurisdiction's ability to recruit and retain workers. Manpower utilization practices bear heavily on the nature, scope, and quality of services provided. Furthermore, both compensation and manpower utilization decisions in the uniformed services are being made increasingly through collective bargaining. The data may be used in the collective bargaining process, where the influence of unionism continues to expand.

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[1] New York City, which did not provide data to the 1974 survey questionnaire, is excluded from the analysis presented below.

[2] For evidence on this point, see U.S., Department of Justice, Federal Bureau of Investigation, *Uniform Crime Reports for the United States: 1974* (Washington, D.C.: Government Printing Office, 1972), Tables 54 and 55, pp. 162-63.

[3] The New York City police force averaged approximately 30,000 full-time employees during 1973 which, when added to the data for other Northeast cities as shown in Table 1/4, more than doubles the employment figure reported there. For further data on variation in police manpower and patterns of manpower utilization by size of city, see David Lewin and John H. Keith, Jr., "Managerial Responses to Perceived Labor Shortages: The Case of Police," Working Paper No. 49, Graduate School of Business, Columbia University, June 1974.

[4] Large cities generally follow a policy of pay parity for police and firemen, thus generating a higher salary ratio than smaller cities. For an analysis of this policy and some of its consequences, see David Lewin, "Wage Parity and the Supply of Police and Firemen," *Industrial Relations* 12 (February 1973): 77-85.

Table 1/9 FIRE DEPARTMENT CAPITAL OUTLAY AND ALL OTHER FIRE DEPARTMENT EXPENDITURES

	Capital outlay			All other expenditures[1]		
Classification	No. of cities reporting	Total (000)	Per capita	No. of cities reporting	Total (000)	Per capita
Total, all cities	980	$52,894	$ .91	958	$91,624	$1.55
Population group						
Over 500,000	16	10,521	.64	17	22,903	1.34
250,000-500,000	22	6,017	.80	23	10,447	1.31
100,000-249,999	58	5,675	.67	58	11,278	1.31
50,000- 99,999	129	8,277	.91	130	15,932	1.74
25,000- 49,999	250	10,789	1.23	234	15,008	1.82
10,000- 24,999	505	11,615	1.45	496	16,056	2.04
Geographic region						
Northeast	155	5,973	1.10	159	10,121	1.79
North Central	326	16,098	.86	321	25,151	1.30
South	272	17,220	.96	268	30,609	1.65
West	227	13,603	.85	210	25,743	1.66
City type						
Central	204	30,232	.80	204	53,834	1.39
Suburban	455	14,285	1.03	445	26,464	1.91
Independent	321	8,377	1.27	309	11,326	1.78
Form of government						
Mayor-council	314	23,540	.93	307	39,980	1.52
Council-manager	597	24,470	.83	576	47,022	1.61
Commission	38	3,860	1.43	40	3,227	1.21
Town meeting	18	522	1.98	20	556	1.85
Rep. town meeting	13	502	1.63	15	839	2.12

[1] Includes all fire department expenditures not included in Tables 1/7 and 1/8.

Table 1/10 FIRE DEPARTMENT EMPLOYEES' AND FIREFIGHTERS' WORK WEEK

Classification	No. of full-time paid employees[1]			Regular work week hours	
	No. of cities reporting	Mean	No. of employees per 1,000 pop.	No. of cities reporting	Mean
Total, all cities	1,107	95	1.6	1,090	54
Population group					
Over 500,000	18	1,565	1.6	18	51
250,000-500,000	24	597	1.7	24	55
100,000-249,999	71	250	1.7	71	55
50,000- 99,999	145	118	1.7	144	53
25,000- 49,999	275	56	1.6	274	54
10,000- 24,999	574	22	1.4	559	55
Geographic region					
Northeast	182	78	2.1	178	45
North Central	364	84	1.4	360	55
South	319	110	1.8	309	58
West	242	106	1.5	243	57
City type					
Central	236	303	1.7	234	54
Suburban	495	44	1.4	487	53
Independent	376	32	1.6	369	57
Form of government					
Mayor-council	366	133	1.7	357	52
Council-manager	655	75	1.5	651	56
Commission	51	125	1.9	48	53
Town meeting	19	20	1.4	18	45
Rep. town meeting	16	56	2.2	16	43

[1] Includes uniformed and nonuniformed.

Table 1/11 FIREFIGHTERS' ANNUAL BASE SALARIES, JANUARY 1, 1974

Classification	Entrance salary					Maximum salary					No. years to reach maximum	
	No. of cities reporting	Mean	First quartile	Median	Third quartile	No. of cities reporting	Mean	First quartile	Median	Third quartile	No. of cities reporting	Mean no. years
Total, all cities	1,088	$8,428	$7,152	$8,416	$ 9,700	1,063	$10,005	$ 8,497	$ 9,996	$11,572	987	3
Population group												
Over 500,000	18	9,944	8,638	9,703	11,194	18	12,139	10,779	11,816	13,188	18	3
250,000-500,000	24	9,720	8,008	9,627	10,812	24	11,658	9,915	11,622	13,332	24	4
100,000-249,999	71	9,198	7,927	8,750	10,259	71	11,022	9,557	10,704	12,548	66	4
50,000- 99,999	145	9,297	8,091	9,185	10,529	142	11,029	9,437	11,007	12,717	138	3
25,000- 49,999	273	8,663	7,445	8,670	9,854	270	10,320	8,863	10,259	11,712	253	4
10,000- 24,999	557	7,884	6,500	7,848	9,143	538	9,298	7,680	9,197	10,927	488	3
Geographic region												
Northeast	175	8,656	7,715	8,634	9,464	172	10,142	9,100	10,157	10,982	161	3
North Central	355	8,902	7,970	8,868	9,880	345	10,467	9,054	10,326	11,691	320	3
South	316	6,883	6,000	6,711	7,748	306	8,125	6,780	8,145	9,298	277	3
West	242	9,586	8,418	9,807	10,733	240	11,642	10,392	11,988	13,008	229	4
City type												
Central	236	8,597	7,368	8,501	9,540	232	10,258	9,048	10,128	11,448	221	3
Suburban	478	9,318	8,348	9,480	10,500	469	11,109	9,780	11,224	12,684	442	3
Independent	374	7,185	6,120	7,200	8,183	362	8,414	7,214	8,475	9,600	324	3
Form of government												
Mayor-council	361	8,364	7,221	8,393	9,477	347	9,783	8,396	9,766	11,166	320	3
Council-manager	644	8,485	6,988	8,509	9,970	636	10,186	8,519	10,187	12,132	591	3
Commission	50	8,060	6,900	7,984	8,934	49	9,291	8,339	9,240	10,320	45	3
Town meeting	18	8,770	8,225	8,902	9,244	16	10,087	9,706	10,141	10,571	16	3
Rep. town meeting	15	8,341	7,694	8,363	9,028	15	9,763	8,843	10,331	10,471	15	3

Table 1/12 LONGEVITY PAY FOR FIREFIGHTERS, JANUARY 1, 1974

	Maximum salary including longevity					No. of years service for maximum longevity				
Classification	No. of cities reporting	Mean	First quartile	Median	Third quartile	No. of cities reporting	Mean	First quartile	Median	Third quartile
Total, all cities	602	$10,734	$ 9,226	$10,663	$12,100	617	18	14	20	25
Population group										
Over 500,000	12	13,188	11,359	13,002	13,553	12	18	10	21	23
250,000-500,000	18	12,224	10,914	12,447	13,160	18	19	17	20	21
100,000-249,999	46	11,881	10,185	11,211	13,347	45	20	15	20	25
50,000- 99,999	96	11,461	10,013	11,270	12,329	100	19	15	20	25
25,000- 49,999	175	10,866	9,485	10,932	12,141	178	17	14	20	23
10,000- 24,999	255	9,942	8,117	9,806	11,159	264	17	10	20	25
Geographic region										
Northeast	109	11,010	10,003	10,905	11,671	112	18	11	20	25
North Central	225	11,410	10,020	11,181	12,579	233	18	15	20	24
South	190	9,216	7,502	9,083	10,525	191	18	11	20	25
West	78	12,094	10,329	12,220	13,675	81	17	10	20	20
City type										
Central	165	10,808	9,571	10,731	11,908	163	19	15	20	25
Suburban	256	11,791	10,439	11,731	13,526	265	17	11	20	25
Independent	181	9,171	7,910	9,250	10,385	189	17	12	20	24
Form of government										
Mayor-council	224	10,863	9,460	10,773	12,097	234	17	13	20	21
Council-manager	331	10,755	8,946	10,712	12,294	336	18	15	20	25
Commission	33	9,773	8,729	10,140	11,004	34	17	10	19	25
Town meeting	6	10,803	10,122	10,684	10,936	6	16	8	13	20
Rep. town meeting	8	10,159	9,192	10,304	10,941	7	13	9	14	15

Table 1/13 CITY EXPENDITURES FOR REFUSE COLLECTION AND DISPOSAL DEPARTMENT SALARIES AND WAGES (all personnel) AND RETIREMENT, HEALTH, AND INSURANCE PAYMENTS FOR REFUSE COLLECTORS

	Salaries and wages[1]			City contribution to refuse collectors' retirement programs[2]			City contribution to refuse collectors' health and insurance programs[3]		
Classification	No. of cities reporting	Total (000)	Per capita	No. of cities reporting	Total (000)	Per capita	No. of cities reporting	Total (000)	Per capita
Total, all cities	768	$383,640	$7.60	604	$29,253	$.67	561	$9,129	$.23
Population group									
Over 500,000	16	131,911	7.96	13	11,687	.80	14	2,613	.21
250,000-500,000	18	46,899	7.61	17	2,730	.48	17	796	.14
100,000-249,999	55	58,947	7.19	51	4,292	.56	50	1,374	.19
50,000- 99,999	96	52,023	7.62	81	3,630	.63	76	1,417	.27
25,000- 49,999	178	45,738	7.23	146	3,391	.66	135	1,484	.31
10,000- 24,999	405	48,122	7.48	296	3,523	.75	269	1,445	.34
Geographic region									
Northeast	140	37,262	7.31	96	3,516	.91	96	1,526	.39
North Central	218	116,116	7.48	163	11,680	.86	156	2,901	.27
South	304	166,983	8.46	262	10,414	.58	232	3,478	.21
West	106	63,279	6.22	83	3,643	.44	77	1,224	.14
City type									
Central	180	270,117	7.69	153	20,919	.67	146	5,320	.19
Suburban	313	75,293	7.70	248	5,552	.70	244	2,727	.35
Independent	275	38,230	6.80	203	2,782	.65	171	1,082	.30
Form of government									
Mayor-council	260	188,564	7.91	192	16,069	.79	179	4,331	.24
Council-manager	460	177,223	7.33	377	12,088	.58	349	4,360	.22
Commission	34	15,800	7.31	29	1,021	.45	25	362	.17
Town meeting	9	795	5.79	4	44	.77	5	28	.35
Rep. town meeting	5	1,258	6.70	2	31	.39	3	48	.32

[1] Includes amount of gross salaries and wages for all refuse collection and disposal department personnel — regular, full-time, and part-time.

[2] Includes city payments to social security, state administered employee retirement systems, and/or city administered employee retirement systems for refuse collectors only.

[3] Includes city payments to health, hospital, or disability programs and/or life insurance programs for refuse collectors only.

Table 1/14 CITY PAYMENTS FOR RETIREMENT, HEALTH, AND INSURANCE PROGRAMS FOR REFUSE COLLECTION AND DISPOSAL DEPARTMENT EMPLOYEES (other than refuse collectors)[1]

	City contribution to other refuse personnel retirement programs[2]			City contribution to other refuse personnel health and insurance programs[3]		
Classification	No. of cities reporting	Total (000)	Per capita	No. of cities reporting	Total (000)	Per capita
Total, all cities	331	$8,853	$.31	347	$3,468	$.12
Population group						
Over 500,000	11	4,316	.43	11	1,105	.11
250,000-500,000	10	761	.23	12	336	.08
100,000-249,999	39	1,476	.26	41	569	.09
50,000- 99,999	56	1,051	.26	56	550	.13
25,000- 49,999	77	690	.25	86	482	.16
10,000- 24,999	138	559	.25	141	426	.19
Geographic region						
Northeast	52	436	.24	55	250	.12
North Central	102	3,787	.45	102	1,240	.15
South	114	2,370	.24	126	978	.09
West	63	2,260	.29	64	1,000	.12
City type						
Central	112	7,105	.33	119	2,280	.10
Suburban	119	1,264	.28	122	806	.18
Independent	100	484	.23	106	382	.16
Form of government						
Mayor-council	95	5,579	.47	95	1,512	.12
Council-manager	217	3,056	.20	237	1,863	.12
Commission	16	212	.19	12	86	.07
Town meeting	3	6	.14	2	2	.05
Rep. town meeting	0	0	.00	1	5	.09

[1] Includes noncollection drivers, foremen, equipment handlers, and others not collecting refuse.

[2] Includes city payments to social security, state administered employee retirement systems, and/or city administered employee retirement systems.

[3] Includes city payments to health, hospital, or disability programs and/or life insurance programs.

Table 1/15 REFUSE COLLECTION AND DISPOSAL DEPARTMENT CAPITAL OUTLAY AND ALL OTHER DEPARTMENT EXPENDITURES

	Capital outlay			All other expenditures[1]		
Classification	No. of cities reporting	Total (000)	Per capita	No. of cities reporting	Total (000)	Per capita
Total, all cities	566	$57,500	$1.43	655	$157,040	$3.38
Population group						
Over 500,000	15	15,612	1.14	15	55,817	3.48
250,000-500,000	16	5,734	1.07	18	18,394	2.98
100,000-249,999	44	10,056	1.52	49	26,401	3.57
50,000- 99,999	74	8,564	1.65	87	19,996	3.26
25,000- 49,999	136	7,196	1.49	152	17,440	3.22
10,000- 24,999	281	10,338	2.34	334	18,992	3.62
Geographic region						
Northeast	72	6,008	1.95	115	10,773	2.48
North Central	152	18,555	1.37	187	53,113	3.63
South	255	22,344	1.30	256	61,542	3.39
West	87	10,593	1.67	97	31,612	3.41
City type						
Central	148	36,597	1.25	158	110,057	3.33
Suburban	215	12,761	1.92	270	33,180	3.87
Independent	203	8,142	1.93	227	13,803	2.89
Form of government						
Mayor-council	168	24,681	1.39	208	69,503	3.21
Council-manager	366	27,734	1.35	403	81,162	3.60
Commission	27	2,263	1.27	28	5,171	2.76
Town meeting	2	31	.99	8	468	3.63
Rep. town meeting	3	2,791	18.64	8	736	3.23

[1] Includes all refuse collection and disposal department expenditures not included in Tables 1/13 and 1/14.

Table 1/16 REFUSE COLLECTION DEPARTMENT EMPLOYEES' AND COLLECTORS' WORK WEEK

	No. of full-time paid employees			Regular work week hours	
Classification	No. of cities reporting	Mean	No. of employees per 1,000 pop.	No. of cities reporting	Mean
Total, all cities	781	65	1.0	777	40
Population group					
Over 500,000	16	1,058	1.0	16	40
250,000-500,000	19	310	.9	19	40
100,000-249,999	56	145	1.0	56	41
50,000- 99,999	98	67	1.0	97	40
25,000- 49,999	179	36	1.0	179	40
10,000- 24,999	413	17	1.1	410	41
Geographic region					
Northeast	141	29	.8	141	40
North Central	227	66	.9	225	40
South	306	83	1.3	304	41
West	107	62	.6	107	41
City type					
Central	184	194	1.0	184	40
Suburban	320	28	.9	319	40
Independent	277	23	1.2	274	40
Form of government					
Mayor-council	263	93	1.0	261	40
Council-manager	464	51	1.0	462	40
Commission	39	66	1.2	39	40
Town meeting	9	9	.6	9	40
Rep. town meeting	6	26	.8	6	40

Table 1/17 REFUSE COLLECTORS' ANNUAL BASE SALARIES, JANUARY 1, 1974

	Entrance salary					Maximum salary					No. years to reach maximum	
Classification	No. of cities reporting	Mean	First quartile	Median	Third quartile	No. of cities reporting	Mean	First quartile	Median	Third quartile	No. of cities reporting	Mean no. years
Total, all cities	765	$6,570	$5,228	$6,348	$7,688	742	$7,469	$6,104	$7,350	$ 8,674	637	3
Population group												
Over 500,000	16	7,915	6,318	7,688	9,069	16	8,692	6,792	8,423	10,078	15	3
250,000-500,000	19	7,148	5,593	6,718	8,160	19	8,182	6,327	7,408	9,240	18	3
100,000-249,999	56	6,795	5,322	6,451	8,008	56	7,891	6,400	7,718	9,124	48	3
50,000- 99,999	96	7,065	5,758	7,030	8,118	93	8,020	6,654	8,130	9,088	90	3
25,000- 49,999	177	6,619	5,373	6,360	7,710	172	7,522	6,144	7,474	8,775	141	3
10,000- 24,999	401	6,318	5,040	6,183	7,297	386	7,165	5,873	7,080	8,282	325	2
Geographic region												
Northeast	135	7,278	6,438	7,238	7,951	128	8,124	7,342	8,008	8,819	107	3
North Central	218	7,487	6,334	7,308	8,548	214	8,220	7,016	8,200	9,171	177	2
South	306	5,326	4,668	5,124	5,878	296	6,153	5,200	6,024	6,843	258	3
West	106	7,376	6,180	7,281	8,278	104	8,864	7,704	8,796	9,900	95	4
City type												
Central	182	6,530	5,232	6,068	7,507	180	7,476	6,144	7,205	8,591	162	3
Suburban	312	7,246	6,078	7,175	8,214	299	8,238	7,106	8,237	9,369	259	2
Independent	271	5,819	4,688	5,511	6,700	263	6,589	5,423	6,448	7,600	216	3
Form of government												
Mayor-council	257	6,922	5,725	6,900	7,936	247	7,670	6,448	7,738	8,805	202	2
Council-manager	458	6,337	5,020	6,036	7,340	446	7,349	6,000	7,128	8,596	399	3
Commission	37	6,818	5,402	6,000	7,286	37	7,512	5,964	7,020	8,321	26	3
Town meeting	7	7,083	5,996	7,540	7,692	6	7,628	7,052	7,388	7,898	6	2
Rep. town meeting	6	7,163	6,074	7,342	7,852	6	7,684	6,365	7,707	8,299	4	3

Table 1/18 LONGEVITY PAY FOR REFUSE COLLECTORS, JANUARY 1, 1974

	Maximum salary including longevity					No. of years service for maximum longevity				
Classification	No. of cities reporting	Mean	First quartile	Median	Third quartile	No. of cities reporting	Mean	First quartile	Median	Third quartile
Total, all cities	355	$8,292	$6,950	$8,154	$ 9,367	366	17	12	20	25
Population group										
Over 500,000	8	8,341	7,259	8,004	9,117	8	21	15	22	23
250,000-500,000	11	8,852	7,093	9,332	9,796	11	19	15	20	20
100,000-249,999	32	8,399	7,012	8,072	9,508	30	19	14	20	25
50,000- 99,999	59	8,682	7,500	8,662	9,514	62	18	15	20	25
25,000- 49,999	90	8,203	6,674	8,372	9,307	95	17	13	20	21
10,000- 24,999	155	8,132	6,736	7,946	9,239	160	17	10	20	24
Geographic region										
Northeast	71	9,138	8,083	8,720	9,687	75	17	10	20	23
North Central	110	8,935	7,841	9,012	9,806	118	18	15	20	24
South	146	7,189	6,104	7,006	8,128	144	17	10	20	25
West	28	9,372	7,536	9,227	10,500	29	18	15	20	20
City type										
Central	105	8,052	6,771	7,966	9,210	105	18	15	20	25
Suburban	150	9,039	7,865	8,958	10,052	158	17	12	20	25
Independent	100	7,424	6,126	7,204	8,442	103	17	10	20	24
Form of government										
Mayor-council	114	8,764	7,572	8,663	9,539	122	17	15	20	23
Council-manager	215	8,093	6,568	8,008	9,302	220	18	12	20	25
Commission	20	7,778	6,400	7,636	8,803	17	15	10	15	20
Town meeting	2	7,808	...	...	...	3	13	...	...	...
Rep. town meeting	4	8,361	5,720	8,931	9,181	4	13	10	15	15

Leaders (. . .) indicate data not calculated. Quartile and median statistics are not calculable when there are under four respondents.

Table 1/19 TRENDS IN POLICE AND FIREFIGHTERS' STARTING AND MAXIMUM SALARIES IN CITIES OF 10,000 POPULATION AND OVER (means)[1]

Classification	No. of cities included[2]	Jan. 1 1970	Jan. 1 1971	% increase from 1970	Jan. 1 1972	% increase from 1971	Jan. 1 1973	% increase from 1972	Jan. 1 1974	% increase from 1973	% increase Jan. '70 to Jan. '74
Police starting salaries (means)											
Total, all cities	679	$6,952	$7,474	7.5	$7,882	5.5	$8,304	5.4	$ 8,791	5.9	26.5
Police maximum salaries (means)											
Total, all cities	674	8,174	8,831	8.0	9,422	6.7	9,834	4.4	10,670	8.5	30.5
Firefighter starting salaries (means)											
Total, all cities	565	6,704	7,213	7.6	7,520	4.3	7,937	5.5	8,502	7.1	26.8
Firefighter maximum salaries (means)											
Total, all cities	554	7,847	8,461	7.8	8,847	4.6	9,410	6.4	10,124	7.6	29.0

[1] The means shown in this table were calculated from 791 cities reporting data on police patrolmen's salaries and 674 cities reporting data on firefighters' salaries for each of the five years 1970-74.

[2] Number of cities included are those cities of the original base of 791 cities for police and 674 cities for fire that reported data for the salary category for each of the five years.

Table 1/20 RATIO OF REFUSE COLLECTOR AND FIREFIGHTER SALARIES TO POLICE SALARIES, JANUARY 1, 1974

	Refuse collector salary ratios				Firefighter salary ratios			
	Entrance		Maximum		Entrance		Maximum	
Classification	Mean (%)	Median (%)	Mean (%)	Median (%)	Mean (%)	Median (%)	Mean (%)	Median (%)
Total, all cities	74.8	72.0	70.7	70.1	95.9	95.4	94.7	95.4
Population group								
Over 500,000	78.0	78.2	54.0	67.3	98.0	98.7	100.9	94.4
250,000-500,000	72.4	68.2	69.1	63.5	98.4	97.8	98.4	99.6
100,000-249,999	72.3	70.5	69.8	70.2	97.9	95.6	97.5	97.3
50,000- 99,999	73.7	73.6	69.9	71.2	96.9	96.1	96.1	96.5
25,000- 49,999	73.8	71.1	69.5	69.1	96.5	97.0	95.4	94.9
10,000- 24,999	75.1	73.2	71.5	71.1	93.7	92.9	92.8	92.3
Geographic region								
Northeast	81.8	81.3	76.7	75.4	97.3	97.0	95.5	95.7
North Central	82.0	80.6	75.6	75.6	97.5	97.8	96.2	95.4
South	72.9	71.2	71.1	70.2	94.2	93.2	93.9	94.9
West	73.9	70.9	71.6	70.4	96.0	95.5	94.1	96.0
City type								
Central	73.9	69.2	68.9	69.9	97.4	97.1	94.6	98.3
Suburban	76.0	74.6	71.5	70.9	97.8	98.9	96.4	96.6
Independent	78.0	73.8	75.6	73.1	96.3	96.4	96.5	96.1
Form of government								
Mayor-council	79.9	79.0	73.7	75.6	96.5	96.1	94.0	95.4
Council-manager	71.1	67.2	68.3	65.9	95.2	94.7	94.6	94.2
Commission	83.2	85.9	78.7	73.9	98.6	95.7	97.3	97.3
Town meeting	81.9	86.7	75.2	72.4	101.4	102.4	99.4	99.4
Rep. town meeting	84.4	84.4	76.0	74.1	98.3	96.1	96.5	99.3

Table 1/21 POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

This table includes 1,389 cities over 10,000 population. Data were collected in the spring of 1974. All personnel and salary figures are as of January 1, 1974; expenditure figures are for the fiscal year ended between January 1, 1973 and January 1, 1974. Numbers following names of cities refer to explanatory notes at end of table.

Department: Letter identifies department to which line of data pertains: "P," police department; "F," fire department; "R," refuse collection and disposal department.

Total personnel, number uniformed, duty hours per week: left, total actual (not authorized) number of full-time paid employees; middle, the number of uniformed or sworn (not including civilian or nonuniformed) employees (for Refuse, civilian or nonuniformed is meant to include drivers whose sole function is driving, foremen, equipment handlers, and others who do not perform trash and/or garbage collection work); right, the regular work week (in hours) for each department.

Entrance, maximum salary: left, annual base salary of employee (patrolman, firefighter, refuse collector) during first 12 months on force; right, maximum annual base salary paid full-time employee not holding any promotional rank.

Longevity pay: indicates whether municipality has longevity pay ("Y" for yes); if so, maximum salary with longevity and years of service required for maximum salary with longevity.

Total expenditures: figure is sum of other total figures (columns B,E,F). This total represents the total amount of department expenditures *reported* to the Year Book and may not, in all cases, be the complete expenditure figure for the department. Omissions can be found by examining the individual figures for each city.

Total personnel expenditures: to left, total personnel expenditures shows sum of columns C and D; to right, total personnel expenditure as % of total reported expenditure (B – A).

Salaries and wages: amount of salaries and wages for all department personnel – regular, temporary, full-time, and part-time. (Gross amount is reported, including longevity pay, hazard pay, holiday pay, etc., without deduction of withholding for income tax or employee contributions for social security or retirement.)

City contribution to employee retirement, to employee insurance: left, amount municipality contributes to federal social security, state-administered employee-retirement system, and/or city-administered employee-retirement system for civilian and uniformed personnel; right, amount municipality contributes to health, hospital, or disability, and life insurance programs for civilian and uniformed personnel.

Capital outlay: includes purchase and replacement of equipment, purchase of land and existing structures, and construction.

All other: all other expenditures not reported in above categories. Leaders (. . .) indicate data not reported or not applicable. Numbers after cities indicate:

1 – Department is primarily volunteer.
2 – Municipality contracts for fire services.
3 – Fire services are provided by a special district.
4 – Municipality contracts for police services.
5 – Municipality has a public safety department.
6 – Metro government provides police/fire services.
7 – Municipality contracts for refuse collection services either totally or in addition to having their own refuse collection and disposal department. Expenditure figures may differ considerably if these municipalities are compared to municipalities of similar population.

City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Reported expenditures (in thousands)						
					Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
Over 1,000,000										
Chicago, Ill.	P	15,037-13,577-40	11,484-14,652	Y-16,008-20	244,113	232,168-95	212,845	19,323-...	2,965	8,980
	F	4,915-4,686-42	11,484-14,652	Y-16,008-20	175,279	172,266-98	72,126	100,140-...	997	2,016
	R	6,279-6,279-40	11,960-11,960	None	61,864	39,972-65	35,500	4,472-...	4,979	16,913
Detroit, Mich.	P	6,379-5,641-40	11,000-15,000	Y-15,450-21	147,767	142,501-96	92,030	44,928-5,543	704	4,562
	F	2,221-1,911-50	11,000-15,000	Y-15,450-21	50,027	46,866-94	30,554	14,721-1,591	984	2,177
	R	1,864-1,116-40	9,870-10,078	Y-10,528-21	35,427	26,171-74	19,495	5,545-1,131	3,098	6,158
Houston, Tex. (7)	P	2,604-2,207-40	10,335-12,111	Y-13,249-25	42,316	36,491-86	32,244	3,427-820	3,114	2,711
	F	2,128-2,017-56	9,890-11,588	Y-12,726-25	35,501	33,582-95	29,344	3,550-688	554	1,365
	R	794-547-40	7,419-8,089	Y-9,227-25	10,996	7,446-68	6,332	855-259	626	2,924
Los Angeles, Calif.	P	10,045-7,301-40	11,568-15,576	Y-16,829-20	201,278	194,998-97	137,230	53,937-3,831	1,480	4,800
	F	3,386-2,948-56	11,568-14,760	Y-16,015-20	90,637	88,127-97	60,642	25,736-1,749	1,403	1,107
	R	1,107-0-40	9,928-11,620	None	15,076	14,070-93	12,316	1,323-431	0	1,006
500,000 – 1,000,000										
Baltimore, Md.	P	4,347-3,425-40	8,671-11,082	Y-11,359-..	72,012	56,392-78	47,430	6,954-2,008	1,501	14,119
	F	2,298-2,210-48	8,671-11,082	Y-11,359-15	37,741	32,480-86	27,107	4,137-1,236	2,036	3,225
	R	1,249-966-40	6,614-7,072	Y-7,259-15	13,166	10,115-77	9,464	340-311	102	2,949
Cleveland, Ohio	P	2,428-2,225-40	11,387-12,887	Y-13-247-22	35,098	32,659-93	28,500	3,638-521	0	2,439
	F	1,312-1,309-48	11,387-12,887	Y-13-247-22	19,173	18,174-95	15,793	2,104-277	0	999
	R	788-414-40	8,757-8,757	Y-9,117-22	13,094	8,317-64	7,203	693-421	1,878	2,899
Columbus, Ohio	P	1,330-1,105-40	9,006-12,043	None	20,931	18,272-87	15,821	1,879-572	758	1,901
	F	881-841-56	9,006-12,043	None	13,505	12,541-93	10,773	1,361-407	443	521
	R	499-446-40	9,069-9,069	None	5,930	5,320-90	4,755	401-164	442	168
Dallas, Tex.	P	2,151-1,506-40	9,408-11,040	Y-12,090-03	34,302	31,955-93	28,015	3,656-284	798	1,549
	F	1,507-1,411-53	9,408-10,608	Y-12,756-01	21,240	20,226-95	17,460	2,567-199	394	620
	R	899-715-40	5,172-6,420	None	9,631	7,369-77	6,681	570-118	19	2,243
Denver, Colo.	P	1,590-1,339-40	9,696-12,636	Y-13,692-04	24,106	22,708-94	20,395	1,947-366	138	1,260
	F	929-929-48	9,516-12,348	Y-13,500-05	17,272	16,467-95	14,573	1,665-229	188	617
	R	470-340-40	7,956-9,108	None	4,922	4,375-89	4,318	...-57	547	. . .
Honolulu City & County, Hawaii	P	1,778-1,457-40	9,012-11,496	Y-13,980-18	25,103	21,661-86	19,067	2,249-345	527	2,915
	F	907-879-56	8,580-10,956	Y-13,308-18	14,195	12,953-91	11,321	1,435-197	536	706
	R	505-281-40	6,744-8,196	None	7,942	5,588-70	4,628	852-108	1,130	1,224
Indianapolis, Ind. (7)	P	1,340-1,140-40	8,000-9,750	Y-11,750-44	23,693	17,186-73	13,442	3,507-237	540	5,967
	F	900-892-56	8,000-9,750	Y-11,750-44	14,437	12,006-83	8,897	2,927-182	265	2,168
	R	244-168-40	7,114-7,114	None	10,456	2,497-24	2,154	291-52	238	7,721
Jacksonville, Fla. (7)	P	1,179-780-40	8,526-10,140	Y-12,060-40	16,001	12,640-79	11,588	869-183	71	3,290
	F	796-784-56	7,200-10,320	Y-12,240-40	10,177	8,437-83	7,746	575-116	66	1,674
	R	318-178-40	5,028-5,796	Y-7,236-40	7,349	2,322-32	2,125	155-42	147	4,880
Kansas City, Mo. (7)	P	1,680-1,315-40	8,556-12,612	None	24,986	22,057-88	19,264	2,353-440	578	2,351
	F	914-867-52	8,589-10,949	None	13,236	12,355-93	10,574	1,602-179	290	591

Table 1/21 continued

POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
500,000 – 1,000,000 continued										
Kansas City, Mo. (cont'd)	R	132-60-40	6,708-7,764	Y-8,148-05	6,139	1,533-25	1,354	155-24	1,853	2,753
New Orleans, La.	P	1,747-1,337-40	7,008-8,520	Y-10,344-23	28,224	21,307-75	17,669	3,453-185	12	6,905
	F	1,042-1,030-48	7,008-8,520	Y-10,344-23	17,359	13,454-78	10,474	2,870-110	489	3,416
	R	666-234-40	4,296-6,060	Y-7,356-23	9,599	6,553-68	6,109	375-69	1,046	2,000
Phoenix, Ariz.	P	1,607-1,332-40	9,505-12,418	None	29,236	19,550-67	16,080	2,842-628	6,657	3,029
	F	650-633-56	8,673-11,274	None	9,774	8,220-84	6,577	1,380-263	761	793
	R	800-345-40	6,469-7,758	None	11,284	6,997-62	6,047	691-259	412	3,875
Pittsburgh, Pa. (7)	P	1,535-1,511-40	9,963-10,900	None	20,708	18,390-89	16,239	1,050-1,101	180	2,138
	F	1,016-999-46	10,113-11,050	None	12,920	12,366-96	11,055	592-719	322	232
	R	391-256-40	12,148-12,148	None	8,741	5,298-61	4,382	636-280	444	2,999
San Antonio, Tex.	P	1,143-961-40	8,604-10,008	Y-11,058-25	15,693	12,692-81	11,295	1,226-171	834	2,167
	F	836-821-56	8,604-10,008	Y-11,058-25	9,874	8,732-88	7,706	906-120	696	446
	R	386-193-48	6,318-6,792	Y-7,860-20	4,525	2,766-61	2,486	228-52	6	1,753
San Diego, Calif.	P	1,285-1,022-40	11,808-13,668	None	21,084	19,085-91	15,862	2,755-468	659	1,340
	F	686-670-56	11,520-13,344	None	14,493	13,352-92	9,874	3,205-273	356	785
	R	299-0-40	8,940-10,584	None	6,178	3,868-63	3,344	424-100	13	2,297
San Francisco, Calif. (7)	P	2,469-1,963-40	14,448-15,048	..-...-..	9,585	9,585-100	. . .	9,585-...	. . .	. . .
	F	1,598-1,554-49	14,448-15,048	None	10,584	10,584-100	. . .	10,584-...	. . .	. . .
Seattle, Wash. (7)	P	1,443-1,131-40	11,598-13,032	Y-13,553-10	26,760	18,996-71	17,457	1,167-372	215	7,549
	F	1,070-1,047-46	10,920-13,032	Y-13,553-10	17,006	14,145-83	13,283	831-31	542	2,319
250,000 – 499,999										
Akron, Ohio (7)	P	508-483-40	10,525-12,293	Y-12,473-20	8,722	8,123-93	6,689	1,171-263	258	341
	F	333-327-56	10,525-12,293	Y-12,473-20	6,910	5,429-79	4,329	936-164	1,259	222
	R	96-46-40	8,029-9,152	Y-9,332-20	1,414	1,131-80	997	87-47	16	267
Atlanta, Ga.	P	1,800-1,540-40	9,408-11,154	Y-12,116-15	21,624	17,296-80	15,938	942-416	2,036	2,292
	F	1,025-990-56	8,320-10,257	Y-11,154-15	13,032	11,629-89	10,666	665-298	865	538
	R	1,050-570-40	5,720-6,760	Y-7,345-15	10,848	6,828-63	6,361	379-88	1,401	2,619
Austin, Tex.	P	597-447-40	8,958-9,240	Y-10,290-25	7,572	6,240-82	5,582	576-82	175	1,157
	F	449-429-56	8,418-8,736	Y-9,786-25	4,990	4,675-94	4,131	474-70	44	271
	R	196-115-40	5,646-6,515	None	2,291	1,524-67	1,351	146-27	19	748
Birmingham, Ala.	P	775-645-40	8,378-10,425	Y-12,460-20	9,537	8,871-93	7,030	1,503-338	47	619
	F	626-606-53	7,985-9,915	Y-11,864-20	8,247	7,784-94	6,058	1,440-286	61	402
	R	267-192-40	5,616-5,907	Y-6,409-20	2,838	2,085-73	1,858	134-93	220	533
El Paso, Tex.	P	590-518-40	7,882-9,500	Y-10,700-25	7,093	6,192-87	5,112	982-98	288	613
	F	428-423-56	7,882-9,500	Y-10,700-25	5,790	5,268-91	4,406	791-71	185	337
	R	417-291-40	5,246-6,107	Y-6,535-11	3,187	2,996-94	2,575	353-68	70	121
Fort Worth, Tex.	P	831-651-40	9,144-9,600	Y-10,830-25	11,200	9,589-86	8,686	737-166	20	1,591
	F	575-560-56	9,144-9,600	Y-10,830-25	7,772	7,361-95	6,686	559-116	9	402
	R	310-166-40	5,412-6,276	None	3,779	2,861-76	2,593	207-61	16	902
Jersey City, N.J. (7)	P	1,129-1,088-40	11,745-12,212	Y-13,012-20	17,801	16,943-95	14,957	1,479-507	100	758
	F	821-808-42	11,745-12,212	Y-13,012-20	13,080	12,696-97	11,477	857-362	135	249
Long Beach, Calif.	P	874-678-40	12,228-14,784	None	18,436	16,761-91	12,008	4,355-398	463	1,212
	F	475-463-58	12,288-14,784	None	11,489	11,043-96	7,196	3,622-225	192	254
	R	211-76-40	8,502-10,224	None	4,587	2,709-59	2,307	291-111	385	1,493
Louisville, Ky.	P	1,089-762-40	8,341-9,922	Y-10,125-20	11,438	10,110-88	8,817	1,279-14	24	1,304
	F	674-640-56	8,008-9,053	Y-9,256-20	8,063	7,123-88	5,845	1,270-8	97	843
	R	477-30-43	6,718-7,006	None	4,529	3,207-71	3,025	172-10	0	1,322
Miami, Fla.	P	936-753-40	10,440-13,332	Y-14,700-15	12,742	11,308-89	11,308	...-...	42	1,392
	F	656-635-56	10,440-13,332	Y-14,700-15	9,403	8,886-95	8,886	...-...	9	508
	R	612-403-40	8,148-10,440	Y-11,508-15	7,785	6,342-81	6,342	...-...	10	1,433
Minneapolis, Minn. (7)	P	934-848-40	11,024-13,884	Y-14,976-24	19,055	17,080-90	12,064	4,741-275	164	1,811
	F	556-533-56	10,842-13,702	Y-14,794-24	13,624	11,679-86	7,471	4,041-167	611	1,334
	R	144-93-40	10,590-11,315	Y-11,627-24	5,599	2,012-36	1,680	289-43	55	3,532
Nashville-Davidson, Tenn.	P	936-786-40	7,560-10,368	None	10,014	8,109-81	8,109	...-...	. . .	1,905
	F	597-588-60	7,560-10,368	None	6,267	5,600-89	5,600	...-...	. . .	667
	R	332-207-40	5,523-6,300	Y-6,722-15	2,608	2,132-82	2,132	...-...	. . .	476
Norfolk, Va.	P	632-526-40	7,368-9,864	Y-10,872-15	7,211	6,413-89	5,362	935-116	198	600
	F	440-425-66	7,368-9,864	Y-10,872-15	4,898	4,727-97	3,883	760-84	41	130
	R	304-223-40	5,496-7,368	Y-8,112-15	3,277	2,370-72	2,063	247-60	508	399
Oakland, Calif. (7)	P	982-705-40	13,608-15,048	None	21,443	19,584-91	14,079	5,267-238	175	1,684
	F	643-627-56	13,608-15,048	None	15,612	15,006-96	10,412	4,438-156	168	438
Oklahoma City, Okla.	P	713-632-40	8,100-10,800	Y-12,420-20	8,185	7,388-90	6,733	561-94	390	407
	F	731-726-56	8,100-10,800	Y-12,420-20	8,166	7,894-97	7,800	3-91	51	221
	R	323-293-40	5,200-6,177	Y-7,217-20	3,634	2,384-66	2,033	306-45	340	910
Omaha, Neb. (7)	P	716-573-40	9,498-11,652	Y-11,832-21	9,518	8,331-88	7,477	669-185	. . .	1,187
	F	569-555-56	9,498-11,652	Y-11,832-21	7,708	7,287-95	6,566	566-155	107	314
Portland, Ore. (7)	P	991-734-40	10,812-14,206	None	15,481	13,730-89	12,852	878-...	523	1,228
	F	729-674-56	10,812-14,206	None	12,854	11,332-88	10,638	694-...	1,036	486
Sacramento, Calif.	P	625-520-40	11,406-13,548	Y-13,848-25	11,387	10,084-89	8,839	769-476	384	919
	F	475-457-56	11,286-13,380	Y-13-680-25	7,295	7,023-96	6,151	542-330	55	217
	R	159-87-40	8,196-9,504	Y-9,804-25	2,587	2,085-81	1,790	205-90	154	348
St. Paul, Minn.	P	617-533-40	10,714-11,692	Y-13,428-15	2,468	2,468-100	. . .	2,306-162	. . .	. . .
	F	465-453-56	10,714-11,692	Y-13,428-15	2,275	2,275-100	. . .	2,138-137	. . .	. . .
	R	30-4-40	12,875-12,875	None	46	46-100	. . .	38-8	. . .	. . .

Table 1/21 continued

POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
250,000 – 499,999 continued										
San Jose, Calif. (7)	P	796-689-40	12,318-14,604	None	15,212	13,479-89	10,557	2,339-583	387	1,346
	F	557-540-56	11,904-14,124	None	10,739	10,030-93	7,953	1,516-561	89	620
Toledo, Ohio	P	759-688-40	10,542-11,735	Y-12,674-20	13,093	11,897-91	10,081	1,320-496	420	776
	F	597-596-52	10,781-11,974	Y-12,932-20	9,350	8,954-96	7,622	983-349	119	277
	R	206-0-40	8,257-9,068	Y-9,793-20	4,388	3,277-75	2,885	263-129	544	567
Tucson, Ariz.	P	606-462-40	10,194-12,168	Y-13,385-21	9,062	6,835-75	5,594	1,047-194	236	1,991
	F	375-360-56	9,756-11,592	Y-12,751-21	6,175	4,962-80	3.930	885-147	174	1,039
	R	309-201-40	7,338-8,640	Y-9,504-21	4,437	2,643-60	2,319	224-100	552	1,242
Tulsa, Okla.	P	650-575-40	8,442-10,308	Y-10,908-20	6,695	6,248-93	5,582	536-130	313	134
	F	630-617-56	7,968-10,356	Y-10,956-20	6,803	6,381-94	6,116	135-130	301	121
	R	287-183-40	5,760-6,336	None	2,299	1,959-85	1,800	105-54	227	113
Wichita, Kan.	P	527-369-40	7,631-9,914	Y-...-..	6,671	5,869-88	4,580	1,010-279	10	792
	F	426-414-56	7,631-9,914	Y-...-..	5,683	5,437-96	4,174	1,009-254	58	188
	R	90-40-40	6,044-7,408	Y-...-..	1,289	866-67	735	73-58	157	266
100,000 – 249,999										
Albuquerque, N.M.	P	543-407-40	8,174-11,523	None	7,480	6,420-86	5,664	597-159	345	715
	F	398-390-56	7,629-11,415	None	5,310	4,886-92	4,299	462-125	311	113
	R	259-224-40	5,429-9,200	None	6,198	2,334-38	2,084	193-57	2,090	1,774
Allentown, Pa. (7)	P	166-138-40	9,143-10,268	Y-11,018-20	2,446	2,266-93	2,021	169-76	180	0
	F	150-148-42	8,596-9.978	Y-10,728-20	2,079	1,973-95	1,761	142-70	106	0
Amarillo, Tex.	P	227-184-40	7,572-8,784	Y-9,834-25	2,310	1,974-85	1,842	103-29	71	265
	F	188-187-56	7,284-8,472	Y-9,522-25	1,996	1,881-94	1,712	144-25	3	112
	R	138-76-40	5,700-6,132	Y-8,154-25	1,789	1,056-59	950	89-17	200	533
Anaheim, Calif. (7)	P	345-281-40	10,649-12,916	None	6,222	5,293-85	4,289	854-150	219	710
	F	181-170-60	11,065-13,457	None	3,295	3,030-92	2,404	532-94	22	243
Arlington County, Va.	P	353-293-40	10,605-13,536	Y-13,952-13	6,091	5,267-86	4,386	731-150	...	824
	F	244-238-56	9,821-12,536	Y-12,952-13	4,010	3,754-94	3,096	538-120	...	256
	R	114-84-40	6,229-7,785	Y-8,201-13	1,604	1,249-78	1,066	141-42	...	355
Baton Rouge, La.	P	513-444-40	6,900-8,820	Y-10,584-25	6,533	5,164-79	4,061	957-146	642	727
	F	379-375-56	6,900-8,820	Y-10,584-25	5,239	4,908-94	3,897	905-106	...	331
	R	218-134-48	6,071-7,923	Y-9,508-25	2,453	2,346-96	1,655	635-56	107	...
Beaumont, Tex.	P	185-149-40	8,502-9,144	Y-10,194-25	2,368	2,076-88	1,950	88-38	8	284
	F	220-216-56	8,502-9,144	Y-10,194-25	2,441	2,296-94	2,127	126-43	22	123
	R	106-44-40	5,771-6,510	Y-7,410-25	1,237	884-71	770	94-20	23	330
Cambridge, Mass.	P	285-269-40	9,210-11,900	None	3,350	3,039-91	3,039	...-...	...	311
	F	307-305-42	9,765-12,615	None	4,070	4,070-100	4,070	...-...	...	...
	R	344-190-40	7,968-9,088	None	1,611	1,111-69	1,044	41-26	0	500
Cedar Rapids, Iowa	P	164-139-40	8,977-9,783	Y-10,359-20	2,389	2,094-88	1,674	383-37	118	177
	F	145-136-56	8,858-9,663	Y-10,227-20	2,079	1,952-94	1,545	375-32	53	74
	R	64-40-40	6,880-7,207	Y-7,687-16	793	603-76	543	48-12	72	118
Charlotte, N.C.	P	715-486-40	8,910-10,890	Y-11,308-25	7,835	6,657-85	5,877	626-154	417	761
	F	515-506-52	8,310-10,120	Y-10,509-25	5,986	5,549-93	4,935	498-116	225	212
	R	514-354-40	5,960-6,660	Y-6,982-25	5,209	3,615-69	3,180	324-111	774	820
Columbia, S.C.	P	251-200-40	7,670-9,802	None	133	133-100	...	133-...	...	...
	F	236-229-60	6,968-8,892	None	131	131-100	...	131-...	...	...
	R	278-0-40	4,914-5,720	None	24	24-100	...	24-...	...	...
Columbus, Ga.	P	365-304-40	7,032-8,568	None	3,593	2,878-80	2,800	78-...	260	455
	F	304-297-56	7,032-9,012	None	2,488	2,432-98	2,410	22-...	16	40
	R	153-83-45	5,144-6,395	None	1,477	826-56	803	23-...	0	651
Corpus Christi, Tex.	P	295-254-40	8,130-8,760	Y-9,810-25	3,881	3,257-84	3,004	253-...	407	217
	F	310-298-56	8,130-8,760	Y-9,810-25	2,937	2,779-95	2,575	204-...	36	122
	R	156-88-40	5,322-5,717	None	1,682	1,117-66	1,010	107-...	72	493
Dayton, Ohio	P	496-354-40	9,672-11,502	Y-11,652-15	7,791	7,508-96	5,952	906-650	283	...
	F	383-363-52	9,672-11,502	Y-11,652-15	6,284	6,088-97	4,841	1,032-215	...	196
	R	189-71-40	8,008-8,840	None	3,841	2,264-59	1,973	175-116	109	1,468
Dearborn, Mich.	P	217-191-40	11,547-14,206	Y-14,806-25	4,957	4,652-94	3,303	1,177-172	5	300
	F	117-115-56	10,999-13,973	Y-14,573-25	2,664	2,440-92	1,671	674-95	62	162
	R	105-36-40	9,495-9,880	Y-10,233-25	1,818	1,373-76	1,127	167-79	29	416
Des Moines, Iowa (7)	P	393-320-40	9,364-10,673	Y-11,313-30	6,221	5,025-81	3,997	889-139	110	1,086
	F	327-323-56	8,555-9,709	Y-10,291-30	4,593	4,386-95	3,367	883-136	3	204
Duluth, Minn. (7)	P	156-124-40	10,665-12,504	Y-12,864-20	2,169	1,982-91	1,982	...-...	...	187
	F	155-153-60	9,498-11,196	Y-11,676-16	2,062	1,934-94	1,934	...-...	32	96
Elizabeth, N.J. (7)	P	264-225-40	11,250-12,550	Y-13,805-25	5,330	5,145-97	4,313	662-170	...	185
	F	258-252-42	11,200-12,500	Y-13,750-25	4,783	4,661-97	3,829	662-170	...	122
Erie, Pa.	P	229-204-40	9,299-10,012	Y-10,732-24	2,903	2,672-92	2,436	96-140	37	194
	F	219-213-56	9,444-10,157	Y-10,877-24	2,755	2,551-93	2,349	69-133	112	92
	R	71-37-40	7,084-7,646	Y-8,361-24	702	547-78	467	63-17	23	132
Evansville, Ind. (7)	P	260-244-40	8,500-8,750	Y-10,370-30	1,251	1,244-99	1,107	15-122	7	...
	F	271-269-56	8,750-8,750	Y-10,370-30	1,314	1,289-98	1,146	2-141	25	...
Flint, Mich.	P	448-380-40	12,014-14,127	Y-15,219-20	9,587	8,771-91	6,820	1,477-474	447	369
	F	250-233-56	10,049-11,892	Y-12,850-20	5,643	5,496-97	3,952	1,283-261	49	98
	R	70-1-40	8,956-10,516	Y-11,327-20	1,562	974-62	805	110-59	105	483
Fort Lauderdale, Fla.	P	503-391-40	10,119-12,505	Y-13,756-20	7,692	6,507-85	5,857	545-105	129	1,056
	F	289-280-52	9,654-11,926	Y-13,119-20	4,288	3,982-93	3,553	394-35	144	162

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
100,000 – 249,999 continued										
Fort Lauderdale, Fla. (cont'd)	R	208-68-40	7,468-8,383	Y-9,221-20	3,399	2,140-63	1,883	208-49	110	1,149
Fort Wayne, Ind. (7)	P	334-317-40	9,775-10,087	None	4,501	4,020-89	2,990	838-192	189	292
	F	260-258-56	9,775-10,087	None	3,765	3,449-92	2,508	792-149	91	225
Fremont, Calif. (7)	P	149-105-40	11,910-14,124	None	2,804	2,347-84	2,095	157-95	58	399
	F	120-111-56	11,622-13,788	None	1,915	1,815-95	1,603	133-79	35	65
	R	6-0-40	9,726-11,532	None	89	78-88	68	5-5	0	11
Fresno, Calif.	P	377-331-40	11,772-13,560	None	7,168	6,424-90	5,157	1,148-119	55	689
	F	256-250-56	11,772-13,560	None	5,737	5,389-94	3,857	1,451-81	35	313
	R	150-94-40	7,248-8,604	None	3,113	1,862-60	1,574	195-93	185	1,066
Garden Grove, Calif. (7)	P	170-130-40	11,328-13,764	None	3,831	3,463-90	3,050	297-116	0	368
	F	92-91-56	10,056-12,228	None	2,300	2,058-89	1,814	186-58	25	217
Glendale, Calif.	P	212-160-40	11,688-14,160	None	4,398	3,690-84	2,965	532-193	157	551
	F	191-170-56	11,076-13,344	None	3,691	3,459-94	2,777	525-157	35	197
	R	69-28-40	8,136-9,816	None	1,617	819-51	714	75-30	258	540
Grand Rapids, Mich.	P	353-307-40	10,370-13,320	Y-14,920-25	7,417	5,916-80	4,676	1,047-193	251	1,250
	F	281-271-56	11,432-12,440	Y-13,040-25	5,246	4,790-91	3,763	870-157	21	435
	R	37-19-40	7,662-8,572	Y-9,172-25	1,142	482-42	414	55-13	3	657
Greensboro, N.C.	P	363-303-40	7,884-9,816	Y-10,061-05	5,604	4,642-83	4,415	123-104	293	669
	F	265-261-56	7,146-8,904	Y-9,127-05	3,459	3,246-94	3,041	134-71	34	179
	R	156-0-40	5,442-6,468	Y-6,630-05	2,256	1,546-69	1,406	106-34	207	503
Hammond, Ind.	P	233-204-40	9,320-10,020	Y-10,380-13	2,933	2,573-88	2,476	12-85	104	256
Hampton, Va.	P	183-157-40	8,412-11,448	Y-14,248-..	2,045	1,647-81	1,489	123-35	62	336
	F	108-107-60	8,412-11,448	Y-14,248-..	1,199	885-74	794	65-26	81	233
	R	151-97-40	5,283-6,652	Y-8,452-..	1,240	814-66	733	61-20	113	313
Hartford, Conn.	P	581-505-40	9,821-11,492	Y-11,842-20	8,689	8,124-93	6,890	895-339	187	378
	F	528-523-42	9,821-11,492	Y-11,842-20	8,092	7,877-97	6,656	890-331	25	190
	R	166-88-40	7,156-7,683	Y-8,033-20	2,294	2,020-88	1,772	248-...	148	126
Hialeah, Fla.	P	244-186-40	10,660-13,130	Y-14,690-30	3,302	2,190-66	1,664	447-79	74	1,038
	F	132-127-56	10,660-13,130	Y-14,690-30	2,031	1,986-98	1,627	320-39	24	21
	R	164-101-40	8,060-9,750	Y-11,310-30	1,915	1,633-85	1,423	162-48	75	207
Hollywood, Fla.	P	310-230-40	9,977-12,737	Y-14,034-15	4,267	3,858-90	3,287	506-65	22	387
	F	124-122-52	9,884-12,618	Y-14,034-15	1,996	1,788-90	1,519	242-27	75	133
	R	86-57-40	7,335-8,916	Y-9,824-15	2,039	1,389-68	1,179	182-28	74	576
Huntsville, Ala.	P	286-199-40	7,113-9,532	None	2,956	2,397-81	2,071	221-105	126	433
	F	250-249-56	6,452-8,646	None	2,488	2,058-83	1,789	192-77	259	171
	R	102-65-40	5,221-5,741	None	941	660-70	571	64-25	155	126
Independence, Mo. (7)	P	154-132-40	9,078-10,776	None	3,593	1,713-48	1,488	172-53	1,880	. . .
	F	152-149-51	8,652-10,260	None	1,983	1,983-100	1,675	242-66	. . .	. . .
Jackson, Miss.	P	436-315-40	7,599-9,816	Y-10,176-35	5,814	4,822-83	4,165	567-90	359	633
	F	347-346-56	7,506-9,816	Y-10,176-35	4,169	3,661-88	3,122	459-80	288	220
	R	262-148-40	5,200-5,200	Y-5,560-30	2,805	2,046-73	1,830	187-29	200	559
Kansas City, Kan. (7)	P	426-296-40	8,700-9,900	Y-10,900-20	5,294	4,690-89	3,973	624-93	604	. . .
	F	356-351-56	8,700-9,900	Y-10,140-20	4,555	4,415-97	3,741	603-71	140	. . .
Lansing, Mich.	P	310-261-40	9,260-13,145	Y-13,785-20	4,941	4,418-89	3,641	598-179	317	206
	F	254-253-56	9,037-12,582	Y-13,222-20	4,234	4,028-95	3,300	557-171	32	174
	R	35-8-40	8,581-9,124	Y-9,764-20	376	360-96	298	38-24	3	13
Las Vegas, Nev. (7)	P	922-713-40	10,050-12,972	Y-16,313-34	7,985	6,489-81	5,962	380-147	33	1,463
	F	294-260-56	10,077-12,249	Y-13,471-20	4,245	3,687-87	3,361	256-70	38	520
Lexington, Ky.	P	518-351-40	7,471-8,662	Y-...-..	5,865	3,828-65	3,428	374-26	1,226	811
	F	343-338-56	7,471-8,662	Y-...-..	4,295	3,177-74	2,802	353-22	538	580
	R	282-210-40	6,032-6,983	Y-...-..	2,347	1,702-73	1,682	5-15	248	397
Lincoln, Neb. (7)	P	252-204-40	8,756-10,129	None	3,338	2,808-84	2,451	289-68	110	420
	F	225-222-56	8,361-10,129	None	3,201	2,992-93	2,435	478-79	110	99
Little Rock, Ark.	P	326-258-40	7,908-9,156	Y-9,756-25	2,989	2,565-86	2,503	20-42	146	278
	F	291-276-56	7,164-8,256	Y-8,856-25	2,791	2,523-90	2,476	6-41	107	161
	R	165-100-40	5,172-5,844	Y-6,444-25	1,452	1,163-80	1,058	82-23	143	146
Livonia, Mich. (7)	P	160-140-40	12,126-13,957	Y-14,857-06	3,291	2,794-85	2,313	353-128	73	424
	F	89-86-56	12,126-13,957	Y-14,857-06	1,842	1,653-90	1,359	217-77	0	189
Lubbock, Tex.	P	250-227-40	8,247-8,757	Y-9,807-25	2,505	2,368-95	2,124	198-46	137	. . .
	F	240-231-56	7,977-8,216	Y-9,116-25	2,653	2,423-91	2,179	193-51	19	211
	R	141-85-40	4,867-6,594	Y-7,089-07	2,050	1,334-65	1,203	101-30	246	470
Madison, Wis.	P	371-297-40	8,804-9,499	Y-12,636-10	6,740	5,983-89	4.949	962-72	198	559
	F	257-245-48	10,328-11,543	Y-15,340-10	5,105	4,813-94	3,971	778-64	69	223
	R	98-70-40	8,515-9,729	Y-10,709-10	1,272	1,141-90	900	213-28	. . .	131
Mobile, Ala.	P	422-350-40	6,684-8,328	None	4,838	4,064-84	3,558	391-115	46	728
	F	425-422-56	6,684-8,328	None	4,711	4,304-91	3,793	402-109	198	209
	R	230-181-40	5,124-5,856	None	2,260	1,352-60	1,196	117-39	367	541
New Haven, Conn.	P	450-394-40	10,641-11,084	Y-11,384-20	8,073	7,100-88	5,413	1,445-242	596	377
	F	498-491-42	10,194-10,622	Y-10,922-20	7,171	6,874-96	5,500	1,117-257	89	208
	R	37-22-40	7,860-7,860	Y-8,110-20	528	446-84	423	...-23	43	39
Newport News, Va.	P	270-254-40	7,875-10,554	Y-11,303-14	3,536	2,764-78	2,406	283-75	444	328
	F	192-190-72	7,875-10,554	Y-11,303-14	2,557	1,935-76	1,687	194-54	349	273
	R	208-132-40	4,753-6,011	Y-6,760-14	1,872	1,352-72	1,174	139-39	146	374
Parma, Ohio	P	94-73-40	11,326-12,688	Y-13,688-30	1,264	1,264-100	1,208	...-56	. . .	. . .
	F	102-100-56	11,326-12,688	Y-13,688-30	1,360	1,360-100	1,310	...-50	. . .	. . .

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
100,000 – 249,999 continued										
Parma, Ohio (cont'd)	R	64-40-40	8,985-8,985	None	615	615-100	584	...-31	...	...
Pasadena, Calif.	P	274-202-40	12,225-14,345	None	5,333	4,827-91	3,862	915-50	12	494
	F	166-161-56	11,731-13,774	None	3,382	3,228-95	2,556	640-32	9	145
	R	73-52-40	8,080-9,500	None	1,211	831-69	744	72-15	5	375
Peoria, Ill. (7)	P	286-231-40	11,362-13,052	Y-15,140-20	4,235	4,235-100	4,074	24-137	...	...
	F	196-195-56	11,362-13,052	Y-15,140-20	3,116	3,116-100	3,016	2-98	...	...
Portsmouth, Va.	P	227-152-40	7,176-9,921	None	2,349	2,349-100	2,223	76-50	...	...
	F	214-210-56	7,176-9,921	None	2,279	2,279-100	2,158	72-49	...	...
	R	91-51-48	4,596-6,344	None	690	690-100	620	52-18	...	...
Raleigh, N.C.	P	312-259-40	8,112-10,344	Y-10,603-06	3,341	3,182-95	2,824	320-38	159	0
	F	260-258-60	8,700-9,852	Y-10,098-06	2,655	2,637-99	2,357	252-28	18	0
	R	204-133-32	5,436-6,972	Y-7,146-06	1,860	1,597-86	1,399	173-25	263	0
Richmond, Va. (7)	P	619-524-40	8,671-11,336	None	7,893	7,893-100	6,816	907-170	...	...
	F	523- 521-66	8,671-11,336	None	6,804	6,804-100	5,877	781-146	...	...
	R	221-139-35	5,100-6,318	None	3,130	1,749-56	1,557	153-39	...	1,381
Riverside, Calif. (7)	P	272-224-40	10,722-12,708	None	4,719	3,804-81	3,357	395-52	195	720
	F	191-179-58	9,954-11,808	None	3,404	2,861-84	2,525	296-40	152	391
	R	70-2-40	8,352-9,912	None	1,795	865-48	765	85-15	76	854
St. Petersburg, Fla.	P	545-383-40	8,398-11,076	Y-11,310-10	6,955	5,536-80	4,659	731-146	448	971
	F	248-245-56	7,748-10,192	Y-10,400-10	3,508	3,020-86	2,282	660-78	235	253
	R	322-146-48	6,165-8,137	None	5,319	2,826-53	2,443	227-156	969	1,524
Salt Lake City, Utah	P	426-336-40	7,584-10,704	None	5,305	5,305-100	4,231	899-175	...	...
	F	325-314-56	7,584-10,704	None	3,862	3,862-100	3,240	489-133	...	...
	R	57-55-40	6,672-7,752	None	521	521-100	434	65-22	...	...
San Bernardino, Calif.	P	255-207-40	11,887-14,035	None	4,528	4,147-92	3,604	500-43	23	358
	F	173-169-60	11,479-13,574	None	3,681	3,535-96	3,056	442-37	27	119
	R	71-33-40	8,346-10,668	None	1,664	948-57	864	72-12	205	511
Santa Ana, Calif. (7)	P	202-129-40	11,754-13,944	None	5,570	4,645-83	3,839	428-378	34	891
	F	224-209-56	11,364-13,476	None	4,249	3,800-89	3,343	372-85	40	409
Savannah, Ga.	P	266-226-40	7,217-9,590	Y-10,310-40	3,411	2,723-80	2,253	384-86	30	658
	F	209-204-56	6,897-9,161	Y-9,881-40	2,348	2,143-91	1,819	255-69	15	190
	R	170-100-40	4,758-6,292	Y-7,012-40	2,469	1,398-57	1,176	171-51	114	957
Shreveport, La.	P	500-412-40	6,900-8,700	Y-8,700-07	6,236	4,323-69	3,903	305-115	1,150	763
	F	379-374-56	6,900-8,700	Y-8,700-07	4,838	3,946-82	3,258	583-105	668	224
	R	336-232-45	6,100-6,400	None	2,853	2,038-71	1,841	172-25	253	562
South Bend, Ind.	P	264-177-40	8,759-9,463	None	3,215	2,863-89	2,814	33-16	134	218
	F	280-277-63	8,662-9,229	None	2,998	2,698-90	2,690	2-6	77	223
	R	32-32-31	6,960-7,620	None	345	279-81	239	34-6	38	28
Spokane, Wash.	P	316-274-40	8,280-10,920	Y-11,794-20	4,879	3,525-72	3,195	202-128	27	1,327
	F	322-315-51	8,280-11,160	Y-12,053-20	4,135	4,090-99	3,708	216-166	20	25
	R	115-5-40	7,228-8,581	None	2,366	1,278-54	1,111	121-46	71	1,017
Springfield, Mo.	P	172-161-40	8,352-10,152	None	1,874	1,490-80	1,361	117-12	32	352
	F	191-189-56	7,944-9,672	None	1,767	1,652-93	1,508	131-13	4	111
	R	32-32-40	5,448-6,024	None	384	218-57	193	23-2	21	145
Stockton, Calif. (7)	P	239-198-40	10,752-12,756	None	4,296	3,735-87	3,227	358-150	21	540
	F	209-191-56	10,752-12,756	None	3,710	3,418-92	2,941	344-133	8	284
	R	24-11-40	7,824-9,276	None	452	300-66	257	30-13	0	152
Tacoma, Wash.	P	321-251-40	10,236-12,132	Y-12,372-20	5,323	4,446-84	4,127	250-69	19	858
	F	323-310-48	10,236-12,132	Y-12,372-20	5,191	4,846-93	4,499	277-70	80	265
	R	105-46-80	10,190-10,190	None	2,649	1,468-55	1,254	158-56	294	887
Topeka, Kan.	P	281-206-40	8,400-9,660	Y-10,560-25	3,210	2,842-89	2,621	181-40	162	206
	F	245-239-56	8,400-9,240	Y-10,140-25	2,615	2,572-98	2,426	109-37	30	13
	R	127-55-40	5,202-7,104	Y-8,004-25	1,616	867-54	767	84-16	290	459
Torrance, Calif.	P	255-198-38	12,089-14,988	Y-16,114-21	4,751	4,712-99	3,842	733-137	39	...
	F	159-149-56	12,089-14,009	Y-16,997-28	3,441	3,412-99	2,827	513-72	29	...
	R	38-22-40	9,044-9,972	Y-10,969-19	481	481-100	405	56-20	0	...
Virginia Beach, Va.	P	307-242-40	8,088-10,128	Y-11,040-12	3,446	2,933-85	2,672	194-67	161	352
	F	59-57-56	8,088-10,128	Y-11,040-12	555	487-88	442	32-13	26	42
	R	193-111-48	5,616-7,064	Y-7,713-12	2,394	1,440-60	1,305	95-40	555	399
Warren, Mich.	P	277-227-40	12,092-14,214	Y-15,932-25	8,863	4,810-54	3,880	598-332	135	3,918
	F	173-170-56	12,464-14,452	Y-16,867-25	3,662	3,342-91	2,665	418-259	115	205
	R	65-60-40	11,029-11,294	Y-12,619-25	1,555	902-58	722	84-96	162	491
Winston-Salem, N.C.	P	425-320-42	9,168-11,400	Y-12,225-05	4,283	3,273-76	3,133	62-78	256	754
	F	209-190-56	8,316-10,344	Y-11,119-05	2,528	2,169-86	1,987	132-50	184	175
	R	221-107-40	5,628-7,008	Y-7,533-05	2,462	1,408-57	1,289	87-32	412	642
50,000 – 99,999										
Abilene, Tex.	P	127-103-40	7,620-7,920	Y-8,970-25	1,251	1,129-90	1,073	55-1	3	119
	F	129-127-56	7,290-7,440	Y-8,490-25	1,203	1,162-97	1,065	95-2	3	38
	R	90-53-40	4,980-5,820	None	924	575-62	521	53-1	83	266
Abington tp, Pa. (1)	P	90-76-40	9,604-11,850	Y-12,650-05	1,370	1,220-89	1,163	57-...	...	150
	F	...-...-..	...-...	..-...-..	325	14-4	13	1-...	...	311
	R	35-23-40	7,800-8,237	None	659	390-59	369	21-...	...	269
Alameda, Calif. (7)	P	90-73-40	12,888-14,208	None	2,254	2,124-94	1,535	512-77	28	102

Table 1/21 continued

POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
50,000 – 99,999 continued										
Alameda, Calif. (cont'd)	F	102-100-56	12,576-13,860	None	2,036	1,942-95	1,530	341-71	34	60
Albany, Ga.	P	173-165-40	7,032-8,088	Y-8,928-35	1,868	1,348-72	1,212	110-26	223	297
	F	136-134-56	7,032-8,088	Y-8,928-35	1,419	1,284-90	1,158	102-24	64	71
	R	97-56-40	5,616-6,490	Y-7,330-35	840	599-71	542	48-9	62	179
Alhambra, Calif. (7)	P	107-85-40	11,508-13,944	None	1,863	1,718-92	1,484	209-25	...	145
	F	87-80-56	11,364-13,812	None	1,599	1,527-95	1,315	192-20	...	72
Anderson, Ind. (7)	P	153-134-40	8,990-8,990	Y-9,590-20	1,401	1,401-100	1,360	41-...	...	...
	F	148-146-56	8,590-8,590	Y-9,590-20	1,414	1,414-100	1,414	...-...	...	...
Appleton, Wis.	P	100-93-40	9,042-10,068	Y-10,508-15	1,581	1,468-93	1,144	259-65	38	75
	F	105-104-56	9,402-10,390	Y-10,590-10	1,639	1,557-95	1,243	241-73	23	59
	R	40-21-40	8,070-8,174	Y-8,374-10	597	469-79	371	68-30	67	61
Arlington Heights v, Ill. (7)	P	111-99-40	9,464-13,978	Y-14,478-20	1,518	1,370-90	1,156	154-60	48	100
	F	77-73-53	9,942-13,440	Y-13,840-20	1,114	1,010-91	823	145-42	47	57
Asheville, N.C.	P	150-140-40	6,708-8,554	None	1,160	1,117-96	1,117	...-...	43	...
	F	133-131-54	6,708-8,554	None	152	106-70	106	...-...	46	...
	R	101-63-45	5,101-6,505	None	477	426-89	426	...-...	51	...
Aurora, Colo. (7)	P	161-136-40	9,504-11,868	None	2,192	1,894-86	1,733	92-69	44	254
	F	112-106-56	8,964-11,424	None	1,472	1,269-86	1,157	61-51	46	157
Bakersfield, Calif. (7)	P	190-150-40	10,243-12,165	None	3,375	2,944-87	2,535	280-129	140	291
	F	147-142-67	9,749-11,576	None	2,546	2,251-88	1,889	256-106	124	171
	R	63-38-40	7,076-8,402	None	1,116	751-67	675	45-31	0	365
Bellevue, Wash. (7)	P	114-85-40	9,708-12,060	None	1,766	1,420-80	1,318	79-23	120	226
	F	78-60-56	9,720-12,780	None	1,458	1,180-81	1,105	60-15	110	168
Bellflower, Calif. (3,4,7)										
Bethlehem, Pa. (7)	P	163-133-40	8,504-10,127	Y-10,927-20	1,923	1,785-93	1,658	54-73	37	101
	F	117-116-42	8,153-9,709	Y-10,509-20	1,419	1,348-95	1,246	47-55	48	23
	R	6-0-40	6,859-9,018	Y-9,818-20	123	61-50	54	5-2	58	4
Bloomington, Minn. (1)	P	97-83-40	10,404-12,936	Y-13,915-15	2,001	1,692-85	1,352	315-25	13	296
	F	...-...-...	...-...	...-...-...	586	453-77	138	315-...	44	89
Boise City, Idaho (7)	P	155-116-40	7,584-11,292	Y-11,532-20	1,769	1,493-84	1,345	105-43	78	198
	F	164-162-40	7,764-9,924	Y-10,164-20	2,048	1,712-84	1,584	80-48	204	132
Boulder, Colo. (7)	P	124-112-40	8,882-11,521	Y-12,211-20	1,577	1,315-83	1,190	86-39	43	219
	F	63-62-56	8,888-9,882	Y-10,382-20	878	710-81	641	50-19	64	104
Bristol, Conn.	P	87-82-38	8,800-9,500	None	1,542	1,416-92	1,096	266-54	31	95
	F	91-90-42	8,800-9,500	None	1,363	1,309-96	963	288-58	6	48
	R	38-23-40	7,717-8,008	None	388	359-93	304	33-22	...	29
Bristol tp, Pa. (1,7)	P	79-65-40	9,052-11,565	Y-12,333-20	1,378	1,208-88	1,004	105-99	13	157
Buena Park, Calif. (7)	P	115-89-40	10,860-13,524	None	1,594	1,589-100	1,306	226-57	5	...
	F	64-58-60	10,344-12,888	None	998	992-99	821	136-35	6	...
Burbank, Calif.	P	183-151-40	12,984-15,672	None	4,586	4,056-88	3,251	687-118	45	485
	F	114-111-56	12,168-14,988	None	2,994	2,774-93	2,157	543-74	91	129
	R	43-43-40	10,884-13,476	None	993	630-63	549	52-29	35	328
Carson, Calif. (3,4,7)										
Champaign, Ill. (7)	P	88-80-40	9,547-11,123	Y-12,565-20	1,252	1,147-92	1,069	54-24	...	105
	F	78-77-56	8,813-10,176	Y-11,911-20	1,137	1,054-93	857	176-21	...	83
Charleston, S.C.	P	188-154-44	7,150-8,684	None	2,083	1,739-83	1,462	248-29	140	204
	F	162-161-72	7,150-8,268	None	1,696	1,491-88	1,312	158-21	139	66
	R	142-3-40	5,070-5,330	None	1,003	817-81	712	82-23	82	104
Charleston, W. Va.	P	199-181-48	8,664-8,664	Y-9,564-10	2,124	1,773-83	1,766	...-7	147	204
	F	168-167-56	8,664-8,664	Y-9,564-10	1,861	1,627-87	1,620	...-7	31	203
	R	87-65-48	5,720-7,800	None	930	650-70	554	91-5	10	270
Cherry Hill tp, N.J. (1)										
Chesapeake, Va.	P	196-167-40	8,472-10,560	Y-12,000-16	2,401	1,787-74	1,624	108-55	270	344
	F	123-122-46	8,088-10,128	Y-11,520-16	1,368	1,136-83	1,037	68-31	48	184
	R	76-43-40	4,896-6,144	Y-7,056-16	801	490-61	464	25-1	49	262
Chula Vista, Calif. (7)	P	107-85-40	9,900-13,260	None	1,638	1,638-100	1,457	161-20	0	0
	F	71-70-60	10,392-12,624	None	1,054	1,054-100	936	104-14	0	0
Clearwater, Fla.	P	196-143-40	8,580-10,946	Y-11,804-11	1,967	1,689-86	1,432	229-28	8	270
	F	149-139-56	8,164-10,426	Y-11,258-11	1,404	1,334-95	1,127	184-23	30	40
	R	110-60-40	6,500-6,864	Y-8,100-11	1,262	863-68	777	70-16	39	360
Cleveland Heights, Ohio	P	94-82-40	10,550-11,400	Y-12,000-20	1,514	1,395-92	1,162	175-58	0	119
	F	76-75-56	10,550-11,400	Y-12,000-20	1,227	1,156-94	917	139-100	0	71
	R	39-27-40	7,030-8,600	Y-9,200-20	812	621-76	536	51-34	0	191
Clifton, N.J. (7)	P	139-130-40	10,279-12,726	Y-14,316-25	2,047	2,047-100	2,047	...-...	...	...
	F	153-151-40	10,279-12,726	Y-14,316-25	2,183	2,183-100	2,183	...-...	...	...
Columbia, Mo.	P	86-78-40	7,890-9,145	None	22	22-100	...	...-22	...	...
	F	85-84-56	7,890-9,145	None	20	20-100	...	...-20	...	...
	R	36-16-40	6,600-7,203	None	12	12-100	...	...-12	...	...
Concord, Calif. (3,7)	P	145-116-40	11,952-13,848	None	2,654	2,281-86	1,974	180-127	111	262
Costa Mesa, Calif. (7)	P	147-125-40	11,052-13,428	Y-14,328-06	2,613	2,117-81	1,912	60-145	69	427
	F	87-84-61	10,404-12,636	Y-13,536-06	1,326	1,256-95	1,116	42-98	13	57
Council Bluffs, Iowa	P	98-92-40	7,530-9,408	Y-10,080-25	1,291	1,086-84	842	210-34	45	160
	F	87-82-56	7,530-9,156	Y-9,816-25	1,188	1,103-93	824	246-33	6	79
	R	31-14-40	6,210-7,224	Y-7,824-12	409	288-70	252	22-14	0	121

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
50,000 – 99,999 continued										
Covington, Ky.	P	122-111-40	7,780-9,774	Y-10,254-20	1,462	1,256-86	1,061	193-2	76	130
	F	117-117-56	7,780-11,293	Y-11,773-20	1,822	1,534-84	1,298	236-...	158	130
	R	45-27-40	6,799-9,029	Y-9,509-20	656	531-81	399	90-42	96	29
Cranston, R.I. (7)	P	131-120-38	8,462-9,515	None	1,712	1,505-88	1,243	206-56	42	165
	F	156-153-42	8,462-9,515	None	2,098	1,819-87	1,472	281-66	84	195
Daly City, Calif. (7)	P	98-80-40	11,592-13,764	Y-14,112-05	1,697	1,471-87	1,252	176-43	26	200
	F	81-78-56	11,340-13,080	Y-13,404-05	1,486	1,304-88	1,123	146-35	86	96
Dearborn Heights, Mich. (7)	P	104-90-40	12,878-14,378	Y-14,666-05	2,065	1,816-88	1,545	213-58	51	198
	F	56-55-50	12,878-14,378	Y-14,666-05	970	866-89	695	124-47	57	47
Decatur, Ill. (7)	P	123-98-40	9,050-11,000	None	1,857	1,617-87	1,337	258-22	42	198
	F	116-111-56	9,050-11,000	None	1,825	1,676-92	1,266	390-20	75	74
Des Plaines, Ill.	P	91-80-40	10,384-13,464	Y-15,588-20	1,734	1,422-82	1,160	207-55	48	264
	F	76-75-54	10,384-13,464	Y-15,588-20	1,401	1,313-94	1,045	223-45	13	75
	R	33-20-40	9,224-10,169	Y-11,772-20	698	437-63	371	47-19	22	239
Downey, Calif. (7)	P	128-99-40	11,826-17,196	Y-18,160-20	2,288	2,239-98	1,974	214-51	49	...
	F	83-81-56	11,208-14,268	Y-14,640-20	1,519	1,508-99	1,297	175-36	11	...
Dubuque, Iowa	P	79-68-40	9,114-9,996	Y-10,496-30	1,398	1,088-78	783	270-35	126	184
	F	97-96-56	9,114-9,996	Y-10,496-30	1,611	1,394-87	994	354-46	23	194
	R	24-13-40	8,461-8,674	Y-9,108-30	436	240-55	209	21-10	29	167
Durham, N.C.	P	235-218-42	8,511-10,599	Y-11,394-20	2,893	2,492-86	2,180	279-33	177	224
	F	118-115-56	7,351-9,155	Y-9,842-20	1,620	1,280-79	1,142	116-22	168	172
	R	79-25-40	5,758-8,303	Y-8,926-20	1,363	1,053-77	925	110-18	101	209
East Orange, N.J. (7)	P	296-282-40	11,400-12,200	None	4,490	4,085-91	3,527	442-116	0	405
	F	186-185-42	11,400-12,200	None	3,258	3,126-96	2,591	437-98	0	132
El Cajon, Calif. (7)	P	103-70-40	11,454-13,584	None	1,346	1,089-81	1,089	...-...	64	193
	F	66-60-63	11,178-13,260	None	873	767-88	767	...-...	39	67
El Monte, Calif. (7)	P	98-74-40	10,986-13,290	Y-14,087-20	3,283	1,868-57	1,655	194-19	26	1,389
	F	66-62-56	10,692-12,930	Y-13,706-20	2,317	1,277-55	1,107	158-12	63	977
Elmhurst, Ill. (7)	P	71-63-40	10,400-13,293	Y-14,091-10	1,418	1,181-83	999	149-33	62	175
	F	42-37-56	10,229-12,641	Y-13,399-10	924	665-72	563	82-20	96	163
Euclid, Ohio	P	105-95-..	11,305-...	..-...-..	1,853	1,609-87	1,300	239-70	68	176
	F	86-85-..	11,305-...	..-...-..	1,523	1,242-82	1,022	163-57	207	74
	R	64-62-..	9,800-...	..-...-..	1,134	855-75	740	74-41	63	216
Fargo, N.D.	P	99-88-40	9,540-10,872	Y-11,052-10	1,231	1,123-91	1,012	74-37	3	105
	F	84-83-56	9,540-10,872	Y-11,052-10	1,091	1,035-95	939	63-33	7	49
	R	39-18-40	7,314-8,316	Y-8,496-10	688	415-60	372	29-14	50	223
Farmington Hills, Mich. (1,7)	P	53-42-40	11,662-13,872	Y-15,537-22	1,065	883-83	753	90-40	33	149
Fayetteville, N.C.	P	142-134-42	7,356-9,864	None	1,261	1,073-85	942	114-17	81	107
	F	112-110-66	6,678-8,946	None	981	908-93	774	120-14	20	53
	R	116-76-40	4,900-6,673	None	878	618-70	538	65-15	142	118
Florissant, Mo. (3,7)	P	87-81-40	9,858-11,318	None	1,180	897-76	801	73-23	43	240
Fort Smith, Ark.	P	111-95-40	7,072-8,632	None	1,099	895-81	871	9-15	51	153
	F	120-118-56	6,096-7,788	Y-8,148-25	968	923-95	907	2-14	7	38
	R	62-31-40	4,960-5,803	Y-6,163-25	672	411-61	361	44-6	4	257
Framingham t, Mass.	P	105-100-40	9,737-11,131	Y-11,431-10	1,544	1,332-86	1,253	57-22	42	170
	F	178-178-42	9,737-11,131	Y-11,431-10	2,383	2,294-96	2,164	95-35	...	89
	R	59-0-40	8,003-8,881	Y-9,181-10	3,414	434-13	396	28-10	2,754	226
Fullerton, Calif. (7)	P	163-118-43	11,614-13,773	None	2,734	2,439-89	2,241	190-8	150	145
	F	104-99-63	10,662-12,648	None	1,643	1,560-95	1,429	127-4	27	56
Gadsden, Ala.	P	110-106-40	7,307-7,656	None	1,101	920-84	804	73-43	14	167
	F	113-112-56	7,307-7,656	None	1,028	938-91	812	74-52	6	84
	R	174-74-40	6,821-6,821	None	1,560	1,295-83	1,092	121-82	10	255
Garland, Tex.	P	144-105-40	9,563-10,064	Y-10,964-25	1,749	1,177-67	1,048	73-56	104	468
	F	118-117-56	9,120-9,559	Y-10,459-25	1,319	1,043-79	947	57-39	20	256
	R	66-34-40	7,203-7,934	Y-8,489-12	1,285	581-45	499	52-30	118	586
Grand Prairie, Tex. (7)	P	76-58-40	7,722-9,612	Y-11,628-42	976	764-78	676	72-16	87	125
	F	60-60-56	7,380-9,156	Y-11,268-44	770	553-72	486	57-10	176	41
Great Falls, Mont.	P	87-71-40	8,100-9,720	Y-11,718-25	1,068	931-87	795	105-31	44	93
	F	89-81-42	7,946-9,232	Y-11,206-25	1,100	945-86	860	57-28	120	35
	R	39-23-40	9,532-9,532	None	650	466-72	409	39-18	111	73
Green Bay, Wis.	P	166-143-40	8,238-10,236	Y-10,596-15	...	...-..	...	...-...	...	...
	F	181-181-56	8,238-10,236	Y-10,596-15	...	...-..	...	...-...	...	...
	R	87-60-40	8,270-8,740	Y-9,100-15	1,428	1,042-73	832	155-55	35	351
Greenville, S.C.	P	161-141-40	7,535-9,158	Y-9,709-15	1,919	1,735-90	1,433	265-37	26	158
	F	131-129-60	7,535-9,158	Y-9,709-15	1,233	1,195-97	1,159	2-34	0	38
	R	144-75-45	4,857-5,904	Y-8,856-15	1,172	970-83	876	73-21	0	202
Hamilton, Ohio	P	112-101-40	9,536-11,234	Y-12,133-20	1,970	1,694-86	1,434	184-76	120	156
	F	112-112-56	9,536-11,234	Y-12,133-20	1,688	1,629-97	1,370	181-78	4	55
	R	44-19-30	7,405-8,507	None	632	487-77	416	41-30	45	100
Harrisburg, Pa.	P	190-164-40	9,175-9,175	Y-10,750-16	2,516	2,359-94	2,052	261-46	0	157
	F	103-101-54	9,104-9,267	Y-10,667-20	1,208	1,129-93	976	106-47	2	77
	R	47-43-38	6,025-6,025	None	466	427-92	369	40-18	0	39
Haverford tp, Pa. (1)	P	76-70-40	11,115-11,900	Y-13,090-21	1,376	1,195-87	1,038	59-98	62	119
	F	...-...-..	...-...	..-...-..	73	2-3	0	...-2	12	59

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Reported expenditures (in thousands)					
					Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
50,000 – 99,999 continued										
Haverford tp, Pa. (cont'd)	R	40-26-40	8,237-8,237	Y-9,555-40	456	419-92	353	38-28	29	8
Hawthorne, Calif. (7)	P	67-58-40	12,120-14,364	Y-16,519-24	1,632	1,367-84	1,125	207-35	58	207
	F	57-52-56	12,120-14,364	Y-16,519-24	1,515	1,281-85	1,057	195-29	109	125
Hayward, Calif. (7)	P	142-113-40	11,520-13,644	None	2,213	1,965-89	.1,965	...-...	37	211
	F	131-125-56	11,004-13,020	None	1,927	1,757-91	1,757	...-...	29	141
High Point, N.C.	P	121-99-42	7,560-9,540	Y-10,255-20	1,896	1,457-77	1,277	159-21	169	270
	F	142-140-66	7,200-9,120	Y-9,804-20	1,602	1,332-83	1,167	150-15	71	199
	R	104-63-40	4,800-6,000	Y-6,450-20	840	603-72	526	67-10	54	183
Inglewood, Calif. (7)	P	220-161-40	11,347-14,190	Y-15,063-14	5,170	4,022-78	3,270	641-111	150	998
	F	106-102-56	11,466-14,332	Y-15,675-15	2,864	2,244-78	1,776	399-69	128	492
	R	24-0-40	9,486-12,345	Y-13,501-20	1,364	314-23	282	23-9	0	1,050
Irondequoit t, N.Y. (1,7)	P	48-47-40	11,648-12,454	Y-13,254-20	902	848-94	695	135-18	13	41
Irving, Tex.	P	127-106-40	9,409-10,164	Y-10,248-01	1,403	1,331-95	1,172	140-19	18	54
	F	110-108-56	9,409-9,636	Y-9,720-01	1,136	1,094-96	1,048	30-16	8	34
	R	71-4-40	6,605-8,256	Y-8,424-04	671	568-85	490	68-10	16	87
Joliet, Ill. (7)	P	164-129-40	10,572-11,940	Y-12,895-20	2,832	2,382-84	2,010	265-107	70	380
	F	110-108-56	10,572-11,940	Y-12,895-20	2,209	2,044-93	1,632	327-85	53	112
Kalamazoo, Mich. (7)	P	180-145-40	9,500-12,600	Y-12,720-06	3,058	2,555-84	2,147	296-112	194	309
	F	162-161-56	8,099-10,967	Y-12,517-06	2,370	2,147-91	1,825	232-90	58	165
Kenosha, Wis.	P	167-145-40	10,056-11,016	Y-11,316-25	2,522	2,381-94	1,866	394-121	141	. . .
	F	138-138-56	10,056-11,016	Y-11,316-25	2,027	1,919-95	1,544	263-112	108	. . .
	R	52-4-40	8,900-9,550	Y-9,850-25	706	690-98	541	111-38	16	. . .
Lake Charles, La.	P	75-75-40	5,697-...	Y-8,465-20	1,020	613-60	567	36-10	407	. . .
	F	111-111-56	5,697-...	Y-8,465-20	1,101	1,002-91	829	155-18	99	. . .
	R	148-88-40	4,723-...	Y-7,000-20	1,086	976-90	912	52-12	110	. . .
Lakewood, Calif. (3,4,7)										
Lakewood, Colo. (5,7)	P	211-144-40	9,708-16,596	None	3.925	2,347-60	2,329	...-18	89	1,489
Lakewood, Ohio	P	90-85-40	9,000-11,575	Y-11,875-20	1,371	1,225-89	1,089	132-4	44	102
	F	76-75-56	9,000-11,409	Y-11,909-25	1,114	1,047-94	923	120-4	4	63
	R	99-51-40	7,964-8,130	Y-8,430-20	1,273	1,004-79	915	86-3	93	176
Lawrence, Mass.	P	159-151-40	9,185-10,270	Y-10,570-20	2,159	2,056-95	1,928	83-45	34	69
	F	217-216-42	9,185-10,270	Y-10,570-20	2,779	2,624-94	2,442	121-61	61	94
	R	81-61-40	6,188-6,970	Y-7,270-20	678	622-92	578	28-16	56	0
Lawton, Okla.	P	127-107-40	7,344-8,820	Y-9,540-05	993	819-82	777	25-17	34	140
	F	102-102-56	7,344-8,820	Y-9,540-05	823	786-96	770	...-16	0	37
	R	84-50-40	4,860-5,832	Y-6,552-05	602	521-87	433	74-14	15	66
Lima, Ohio (7)	P	108-86-40	8,427-9,885	None	1,409	1,278-91	986	236-56	34	97
	F	87-87-56	8,427-9,885	None	1,223	1,154-94	877	231-46	25	44
Lower Merion tp, Pa. (1)	P	145-119-40	10,464-12,670	Y-13,570-20	2,913	2,295-79	1,856	353-86	252	366
	R	78-53-40	7,617-9,407	Y-10,207-20	1,174	902-77	779	85-38	23	249
Lynn, Mass.	P	200-177-40	10,070-10,500	Y-11,340-14	3,358	3,149-94	3,149	...-...	. . .	209
	F	287-282-42	10,070-10,500	Y-11,100-14	3,817	3,707-97	3,707	...-...	. . .	110
	R	73-4-40	7,882-8,482	..-...-..	827	744-90	715	18-11	83	0
Malden, Mass. (7)	P	122-118-40	12,175-13,125	None	1,714	1,694-99	1,560	130-4	20	. . .
	F	166-164-42	12,175-13,125	None	2,465	2,465-100	2,320	140-5	0	. . .
Manchester, N.H. (7)	P	164-154-40	9,100-9,308	Y-10,296-25	1,859	1,742-94	1,611	87-44	5	112
	F	202-200-48	7,488-8,892	Y-9,776-25	2,450	2,314-94	2,114	141-59	17	119
	R	85-85-40	6,524-6,926	Y-7,550-23	710	691-97	625	36-30	0	19
Mansfield, Ohio	P	99-83-40	8,154-9,464	Y-10,064-20	1,689	1,283-76	1,069	148-66	215	191
	F	104-103-56	8,154-9,464	Y-10,064-20	1,351	1,236-91	1,014	155-67	76	39
	R	29-4-40	5,512-6,386	Y-6,986-20	191	169-88	147	14-8	. . .	22
Medford, Mass.	P	126-121-40	10,752-12,000	Y-12,300-30	11,808	1,906-16	1,768	88-50	. . .	9,902
	F	170-167-42	10,752-12,000	Y-12,300-30	2,327	2,291-98	2,121	108-62	36	. . .
	R	33-33-40	8,300-...	Y-8,600-30	287	287-100	248	12-27	. . .	. . .
Mesa, Ariz.	P	114-96-40	9,450-11,760	Y-12,936-20	1,590	1,216-76	999	195-22	201	173
	F	68-68-67	9,006-11,208	Y-12,329-20	1,140	857-75	729	111-17	24	259
	R	75-34-40	6,078-7,212	Y-7,933-20	1,146	611-53	542	55-14	122	413
Mesquite, Tex.	P	90-73-40	9,564-10,188	Y-11,461-25	1,248	984-79	884	66-34	116	148
	F	86-85-56	9,564-10,188	Y-11,461-25	1,010	942-93	848	64-30	26	42
	R	50-3-40	6,462-8,124	Y-9,140-25	661	367-56	316	24-27	42	252
Miami Beach, Fla.	P	305-236-40	11,070-13,097	Y-14,538-25	4,480	4,202-94	4,202	...-...	45	233
	F	148-146-56	11,070-13,097	Y-14,538-25	2,973	2,117-71	2,117	...-...	30	826
	R	192-135-40	8,755-9,238	Y-10,255-25	2,032	1,727-85	1,727	...-...	55	250
Modesto, Calif. (7)	P	138-110-40	10,854-12,888	None	2,022	1,738-86	1,554	173-11	8	276
	F	92-89-56	9,942-11,796	None	1,450	1,160-80	1,039	120-1	211	79
	R	36-0-40	8,022-9,528	None	481	338-70	289	39-10	1	142
Mountain View, Calif. (7)	P	78-60-40	11,424-13,884	None	1,457	1,202-82	1,075	85-42	50	205
	F	64-59-56	10,980-13,356	None	1,228	1,036-84	920	74-42	6	186
	R	...-...-..	...-...	..-...-..	717	...-0	. . .	...-...	. . .	717
Muncie, Ind.	P	127-127-40	8,680-8,680	Y-...-..	1,338	1,303-97	1,298	...-5	35	. . .
	F	130-130-40	8,680-8,680	Y-...-..	1,247	1,217-98	1,212	...-5	30	. . .
	R	61-61-40	...-...	None	140	60-43	40	20-...	80	. . .
New Britain, Conn. (7)	P	183-162-40	7,465-9,410	Y-9,710-20	2,777	2,711-98	2,052	583-76	66	. . .
	F	170-170-42	8,330-9,410	Y-9,710-20	2,724	2,551-94	2,018	458-75	53	120

Table 1/21 continued

POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
50,000 – 99,999 continued										
Newton, Mass. (7)	P	228-216-40	10,347-11,852	Y-12,002-20	3,524	3,298-94	3,201	...-97	55	171
	F	275-261-42	10,143-11,852	Y-12,002-20	3,812	3,705-97	3,591	...-114	16	91
	R	143-69-40	7,218-8,424	Y-8,662-20	1,463	1,463-100	1,300	...-163	0	...
Niagara Falls, N.Y.	P	241-224-40	10,374-10,946	Y-11,791-25	3,984	3,735-94	2,833	766-136	166	83
	F	214-212-40	10,374-10,946	Y-11,791-25	3,523	3,258-92	2,427	711-120	68	197
	R	85-64-40	8,195-8,528	Y-9,365-25	1,396	1,215-87	923	228-64	6	175
Norman, Okla.	P	96-84-40	7,176-8,940	None	999	636-64	598	38-...	144	219
	F	62-61-56	6,672-8,100	None	506	423-84	423	...-...	26	57
	R	60-27-40	5,616-6,504	None	623	363-58	341	22-...	66	194
North Little Rock, Ark. (7)	P	127-119-40	7,632-9,750	Y-9,870-06	1,158	1,113-96	1,103	6-4	2	43
	F	126-125-72	6,828-8,730	Y-8,850-06	1,093	1,052-96	1,048	...-4	5	36
	R	65-0-40	5,484-7,230	Y-7,350-06	537	418-78	393	24-1	0	119
Norwalk, Calif. (3,4,7)										
Norwalk, Conn.	P	180-146-40	9,462-11,463	Y-11,613-10	2,547	2,333-92	1,881	380-72	39	175
	F	163-161-42	9,462-11,463	Y-11,613-10	2,388	2,266-95	1,856	307-103	7	115
	R	36-24-40	7,030-8,278	Y-8,428-10	369	334-91	283	33-18	31	4
Oak Lawn v, Ill. (7)	P	100-87-40	8,820-13,740	Y-15,180-20	1,984	1,719-87	1,477	196-46	93	172
	F	82-76-52	8,400-13,080	Y-14,520-20	1,484	1,136-77	929	170-37	203	145
Oak Park v, Ill.	P	125-97-40	11,820-14,448	Y-14,808-10	2,827	2,306-82	1,904	310-92	300	221
	F	95-95-50	11,160-13,764	Y-14,064-10	1,903	1,596-84	1,274	253-69	63	244
	R	56-33-40	9,484-9,484	None	849	648-76	526	88-34	...	201
Odessa, Tex.	P	124-115-40	7,290-8,580	Y-9,630-25	1,488	1,202-81	1,081	107-14	33	253
	F	120-113-60	6,600-7,860	Y-8,910-25	1,383	1,091-79	974	101-16	86	206
	R	37-1-54	6,179-6,880	Y-7,930-25	861	288-33	252	32-4	73	500
Ogden, Utah	P	133-100-40	6,828-9,492	None	2,122	1,459-69	1,210	209-40	261	402
	F	122-121-56	6,828-9,492	None	1,565	1,292-83	1,080	171-41	204	69
	R	22-13-40	5,580-7,752	None	434	196-45	161	25-10	13	225
Ontario, Calif.	P	107-84-40	11,340-13,452	None	1,858	1,569-84	1,363	173-33	16	273
	F	86-71-61	10,380-12,312	None	1,429	1,247-87	1,081	139-27	32	150
	R	31-16-40	7,692-9,078	None	563	323-57	279	34-10	28	212
Orange, Calif. (7)	P	148-116-40	11,784-13,980	None	2,464	2,164-88	1,838	240-86	47	253
	F	116-110-59	11,142-12,588	None	1,900	1,741-92	1,482	189-70	42	117
Orlando, Fla.	P	546-384-40	10,504-11,939	Y-12,539-10	5,782	4,541-79	3,880	582-79	255	986
	F	307-296-56	9,639-10,862	Y-11,462-10	4,220	3,093-73	2,605	443-45	988	139
	R	198-99-50	7,098-9,334	Y-10,114-15	4,011	1,772-44	1,545	193-34	1,548	691
Oshkosh, Wis.	P	89-83-39	9,057-10,149	Y-10,484-20	1,232	1,137-92	992	98-47	27	68
	F	98-97-56	8,714-10,395	Y-10,731-20	1,229	1,152-94	1,035	63-54	10	67
	R	41-21-40	7,930-8,398	Y-8,733-20	553	423-76	361	37-25	29	101
Overland Park, Kan. (1,7)	P	73-52-40	8,964-11,412	None	1,488	1,199-81	1,001	125-73	88	201
Owensboro, Ky.	P	94-76-40	7,345-8,020	Y-8,320-20	1,056	837-79	735	92-10	64	155
	F	100-99-56	7,345-8,020	Y-8,320-20	1,046	936-89	815	110-11	12	98
	R	101-3-40	5,265-5,538	Y-5,838-04	905	638-70	598	32-8	42	225
Oxnard, Calif.	P	120-98-40	11,154-13,272	Y-13,670-15	1,957	1,716-88	1,543	144-29	26	215
	F	88-86-60	10,680-12,708	Y-13,089-15	1,323	1,052-80	956	79-17	186	85
	R	44-8-40	7,692-9,144	Y-9,418-15	943	537-57	487	39-11	70	336
Parsippany-Troy Hills tp, N.J. (1,7)	P	86-74-36	8,650-11,500	Y-12,650-15	1,444	1,261-87	1,137	91-33	52	131
Pasadena, Tex. (1,7)	P	161-122-40	9,129-10,800	Y-11,850-25	1,954	1,614-83	1,484	83-47	30	310
	F	...-...-..	...-...	..-...-..	146	79-54	77	1-1	18	49
	R	71-36-40	6,296-6,646	Y-...-..	982	537-55	485	30-22	0	445
Passaic, N.J. (7)	P	141-137-40	9,652-11,288	Y-12,869-30	2,018	2,018-100	1,525	333-160	...	...
	F	125-123-52	9,652-11,288	Y-12,869-30	1,847	1,847-100	1,491	296-60	...	...
Pawtucket, R.I.	P	171-145-38	6,344-7,848	None	1,693	1,674-99	1,570	104-...	19	0
	F	154-138-42	6,968-9,048	None	1,763	1,663-94	1,561	102-...	100	0
	R	49-31-40	6,094-6,448	None	403	395-98	352	43-...	8	0
Penn Hills tp, Pa. (1,7)	P	64-54-40	9,585-11,789	Y-12,289-20	1,305	1,174-90	989	112-73	58	73
Pico Rivera, Calif. (3,4,7)										
Pomona, Calif.	P	170-141-40	11,520-13,704	None	3,129	2,799-89	2,426	332-41	63	267
	F	128-124-58	11,292-13,440	None	2,470	2,335-95	1,982	320-33	28	107
	R	57-1-40	7,968-9,492	None	912	678-74	585	80-13	0	234
Pontiac, Mich.	P	229-181-40	10,900-13,900	Y-15,012-24	4,401	4,184-95	3,388	632-164	3	214
	F	137-135-56	12,312-14,713	Y-15,596-21	2,982	2,854-96	2,235	506-113	40	88
	R	63-21-40	10,507-10,708	Y-11,350-21	1,235	887-72	753	89-45	58	290
Port Arthur, Tex.	P	99-84-40	8,466-9,540	Y-10,552-25	1,239	932-75	824	88-20	87	220
	F	85-80-56	8,052-9,096	Y-10,108-25	1,139	950-83	865	68-17	4	185
	R	61-27-40	5,762-5,949	None	774	502-65	449	41-12	57	215
Portland, Me. (7)	P	192-170-40	6,786-8,143	None	2,247	1,891-84	1,647	173-71	96	260
	F	260-251-48	6,473-8,613	None	2,655	2,331-88	2,048	184-99	83	241
	R	33-0-40	5,481-5,950	Y-6,264-20	396	245-62	228	7-10	45	106
Pueblo, Colo. (7)	P	214-180-40	8,820-10,872	Y-11,112-20	2,834	2,720-96	2,087	567-66	65	49
	F	160-150-56	8,448-10,428	Y-10,668-20	1,967	1,842-94	1,607	183-52	82	43
Quincy, Mass. (7)	P	223-204-40	9,854-10,972	Y-11,272-25	4,303	3,753-87	3,696	...-57	75	475
	F	267-259-42	9,854-10,972	Y-11,272-25	4,328	3,857-89	3,782	...-75	66	405
Reading, Pa. (7)	P	200-175-40	9,250-10,475	Y-11,475-20	2,485	2,428-98	2,199	86-143	0	57
	F	100-99-48	9,036-10,020	Y-11,020-20	1,267	1,165-92	1,062	31-72	0	102

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
50,000 – 99,999 continued										
Reading, Pa. (cont'd)	R	16-0-24	7,144-7,552	None	163	162-99	130	21-11	0	1
Redwood City, Calif. (7)	P	83-67-40	10,404-13,656	None	1,668	1,457-87	1,220	138-99	12	199
	F	80-73-56	11,718-13,896	None	1,516	1,358-90	1,126	139-93	14	144
Reno, Nev. (7)	P	282-225-40	9,672-12,480	Y-13,260-30	4,040	3,592-89	3,301	227-64	120	328
	F	184-178-56	8,970-11,518	Y-12,298-30	2,781	2,675-96	2,460	172-43	25	81
Roanoke, Va.	P	211-197-40	7,704-9,600	None	2,268	2,223-98	1,901	304-18	45	. . .
	F	213-211-54	7,704-9,600	None	2,329	2,310-99	1,981	307-22	19	. . .
	R	173-120-40	5,304-6,180	None	1,418	1,352-95	1,125	217-10	66	. . .
Rochester, Minn. (7)	P	104-99-40	9,300-11,448	None	1,714	1,557-91	1,185	330-42	44	113
	F	92-91-56	9,300-11,448	None	1,489	1,349-91	1,061	252-36	7	133
Rock Island, Ill.	P	93-76-40	8,520-10,368	Y-11,208-15	1,549	887-57	840	...-47	578	84
	F	68-68-56	8,316-10,128	Y-10,968-15	1,257	778-62	738	...-40	449	30
	R	15-10-40	6,348-7,716	Y-8,520-20	414	173-42	149	17-7	67	174
Roseville, Mich.	P	90-82-40	10,950-13,750	Y-...-25	2,013	1,600-79	1,361	163-76	137	276
	F	46-45-56	10,650-13,483	Y-...-25	935	794-85	674	80-40	19	122
	R	27-26-40	10,842-11,128	Y-...-25	557	375-67	311	41-23	26	156
Royal Oak, Mich.	P	123-107-40	12,386-13,975	Y-15,373-25	2,253	2,132-95	1,740	287-105	3	118
	F	90-90-56	12,386-13,975	Y-15,373-25	1,711	1,664-97	1,426	215-23	8	39
	R	55-27-40	9,672-9,818	Y-10,800-25	1,198	708-59	708	...-...	3	487
Saginaw, Mich.	P	210-184-40	11,007-12,483	Y-13,203-20	3,081	2,834-92	2,295	381-158	15	232
	F	142-140-56	9,503-10,452	Y-11,172-20	2,183	2,090-96	1,719	275-96	53	40
	R	15-6-40	8,593-9,091	Y-9,731-20	349	341-98	297	34-10	0	8
St. Clair Shores, Mich.	P	104-104-40	11,650-13,600	Y-14,960-25	2,603	2,277-87	1,812	315-150	118	208
	F	61-61-56	11,243-13,293	Y-14,622-25	1,342	1,227-91	968	173-86	36	79
	R	26-23-40	10,088-10,379	Y-11,417-25	858	444-52	361	47-36	62	352
St. Joseph, Mo. (7)	P	127-113-40	6,522-...	Y-8,124-21	1,230	1,016-83	932	63-21	57	157
	F	148-148-56	6,522-...	Y-8,124-21	1,376	1,232-90	1,130	77-25	41	103
Salinas, Calif. (7)	P	114-86-40	10,518-12,468	None	1,823	1,467-80	1,293	131-43	199	157
	F	86-84-64	9,798-11,616	None	1,212	1,061-88	941	92-28	67	84
San Angelo, Tex. (7)	P	120-113-56	6,600-7,320	Y-8,220-25	1,131	1,048-93	953	73-22	. . .	83
	F	120-97-40	6,600-7,320	Y-8,220-25	1,237	1,012-82	933	54-25	. . .	225
San Buenaventura, Calif. (7)	P	103-88-40	10,805-12,813	None	1,287	1,250-97	1,250	...-...	37	. . .
	F	68-66-40	10,275-12,202	None	857	831-97	831	...-...	26	. . .
San Leandro, Calif.	P	116-84-40	11,016-13,716	None	2,262	2,051-91	1,745	267-39	21	190
	F	84-82-56	10,314-13,500	None	1,737	1,663-96	1,396	229-38	14	60
	R	28-16-40	8,820-10,452	None	432	331-77	285	34-12	. . .	101
San Mateo, Calif. (7)	P	143-119-40	11,455-12,854	None	2,382	2,152-90	1,909	189-54	47	183
	F	128-120-56	11,331-12,743	None	1,936	1,842-95	1,624	169-49	12	82
Santa Clara, Calif. (7)	P	121-107-40	11,292-13,716	Y-14,400-15	2,356	1,972-84	1,760	156-56	85	299
	F	116-112-56	10,932-13,248	Y-13,908-15	2,008	1,807-90	1,598	144-65	81	120
	R	15-14-40	9,444-11,484	Y-12,036-15	275	133-48	115	14-4	64	78
Santa Rosa, Calif. (7)	P	70-63-40	10,620-12,900	None	1,034	947-92	827	105-15	35	52
	F	71-67-56	10,104-12,300	None	1,013	945-93	825	104-16	29	39
Schenectady, N.Y.	P	179-152-40	9,586-11,014	Y-11,428-15	2,947	2,738-93	1,968	689-81	38	171
	F	199-195-42	9,586-11,014	Y-11,428-15	3,160	3,067-97	2,254	726-87	28	65
	R	106-91-40	7,508-7,508	Y-7,908-15	1,337	1,224-92	939	237-48	0	113
Scottsdale, Ariz. (2)	P	120-83-40	9,384-11,688	None	1,566	1,300-83	1,034	221-45	79	187
	R	52-15-40	5,868-7,308	None	1,633	519-32	459	42-18	309	805
Simi Valley, Calif. (3,7)	P	64-45-40	10,944-13,548	None	929	780-84	686	92-2	14	135
Sioux City, Iowa (7)	P	132-110-40	8,586-9,408	Y-...-05	1,593	1,389-87	1,165	190-34	40	164
	F	139-133-56	8,586-9,408	Y-...-05	1,662	1,558-94	1,311	209-38	12	92
	R	6-0-40	7,560-8,880	Y-...-05	113	33-29	30	2-1	42	38
Sioux Falls, S.D. (7)	P	128-119-40	8,042-9,263	Y-10,013-25	1,781	1,588-89	1,140	420-28	74	119
	F	107-105-56	7,721-9,263	Y-10,013-25	1,289	1,211-94	1,002	184-25	16	62
	R	4-3-40	...-...	Y-...-25	. . .	...-..	. . .	...-...	. . .	. . .
Somerville, Mass.	P	148-138-40	10,295-11,078	Y-11,378-05	2,053	1,919-93	1,824	...-95	29	105
	F	244-243-42	10,434-11,200	Y-11,500-05	3,117	2,939-94	2,784	...-155	109	69
	R	72-51-40	8,437-9,228	Y-9,528-05	1,142	713-62	693	...-20	0	429
South Gate, Calif. (7)	P	110-88-40	10,878-12,684	None	2,012	1,679-83	1,397	241-41	28	305
	F	62-61-53	10,344-12,216	None	1,126	1,004-89	832	151-21	11	111
Southfield, Mich. (7)	P	133-113-40	11,830-14,500	Y-15,660-20	3,411	2,977-87	2,565	232-180	99	335
	F	66-65-56	11,830-14,500	Y-15,660-20	1,804	1,623-90	1,388	150-85	64	117
Springfield, Ill.	P	220-152-40	8,850-10,212	Y-10,620-10	3,259	2,578-79	1,991	517-70	445	236
	F	162-157-56	8,850-10,212	Y-10,620-10	2,795	2,351-84	1,737	553-61	171	273
Sterling Heights, Mich. (7)	P	142-113-40	10,065-13,925	Y-15,317-25	2,497	1,893-76	1,592	205-96	317	287
	F	68-67-56	10,105-13,424	Y-15,102-25	1,361	1,101-81	917	114-70	112	148
Sunnyvale, Calif. (5,7)	P	90-66-40	12,312-14,994	None	2,197	1,814-83	1,814	...-...	. . .	383
	F	70-67-56	12,312-14,994	None	1,958	1,694-87	1,694	...-...	. . .	264
	R	...-...-..	...-...	..-...-..	1,157	...-0	. . .	...-...	. . .	1,157
Tallahassee, Fla.	P	159-139-40	8,400-9,744	Y-11,064-25	2,637	1,929-73	1,846	83-...	143	565
	F	118-117-56	8,400-9,744	Y-11,064-25	1,502	1,349-90	1,288	61-...	21	132
	R	168-114-40	6,300-7,300	None	1,980	1,768-89	1,699	69-...	212	. . .
Tempe, Ariz. (7)	P	119-97-40	9,417-11,870	None	1,625	1,320-81	1,041	231-48	115	190
	F	76-76-63	8,962-11,307	None	904	743-82	613	76-54	119	42

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Reported expenditures (in thousands)					
					Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
50,000 – 99,999 continued										
Tempe, Ariz. (cont'd)	R	58-36-40	6,248-7,882	None	862	511-59	435	44-32	104	247
Tuscaloosa, Ala.	P	150-139-40	7,667-8,489	Y-8,814-25	1,701	1,415-83	1,262	116-37	77	209
	F	137-136-56	7,667-8,489	Y-8,814-25	1,310	1,246-95	1,114	101-31	11	53
	R	134-102-40	5,366-5,676	None	1,016	795-78	705	63-27	16	205
Tyler, Tex.	P	104-85-40	7,800-8,280	Y-9,180-25	1,010	838-83	838	...-...	61	111
	F	88-81-56	7,800-8,280	Y-9,180-25	958	832-87	761	71-...	9	117
	R	71-37-40	4,930-5,450	Y-5,762-25	744	555-75	555	...-...	85	104
Waco, Tex.	P	206-150-40	7,320-8,580	Y-9,630-25	1,792	1,566-87	1,328	221-17	31	195
	F	154-153-63	6,990-8,220	Y-9,270-25	1,682	1,613-96	1,379	218-16	8	61
	R	108-0-40	4,410-5,520	Y-6,120-25	813	749-92	676	63-10	64	. . .
Waltham, Mass.	P	122-114-40	10,467-11,031	Y-11,431-25	2,169	2,096-97	1,817	236-43	17	56
	F	184-182-42	10,467-11,031	Y-11,431-25	2,659	2,617-98	2,268	290-59	7	35
	R	47-29-40	7,321-8,572	Y-8,972-25	788	703-89	525	165-13	77	8
Warwick, R.I.	P	179-158-38	8,831-10,422	Y-10,943-20	2,183	1,915-88	1,755	160-...	. . .	268
	F	196-185-42	8,435-10,028	Y-10,529-20	2,201	1,915-87	1,825	90-...	. . .	286
	R	47-4-39	5,947-7,719	Y-8,104-20	384	383-100	337	46-...	. . .	1
Wauwatosa, Wis.	P	110-94-40	10,528-11,657	None	2,124	1,901-90	1,490	334-77	16	207
	F	111-106-56	9,511-10,675	None	1,821	1,685-93	1,303	309-73	81	55
	R	67-48-40	9,392-9,768	None	1,052	881-84	712	120-49	15	156
West Covina, Calif. (7)	P	76-76-40	11,526-13,668	None	1,511	1,509-100	1,367	115-27	2	0
	F	63-63-56	10,974-13,020	None	1,171	1,126-96	1,005	98-23	45	0
West Hartford t, Conn.	P	137-117-40	9,621-11,224	Y-11,624-05	2,427	2,218-91	1,750	357-111	67	142
	F	115-114-42	9,621-11,224	Y-11,624-05	2,130	2,033-95	1,619	330-84	7	90
	R	82-4-40	8,247-9,121	Y-9,421-05	1,344	1,117-83	960	102-55	53	174
West Palm Beach, Fla.	P	182-138-40	9,240-11,208	Y-12,329-20	2,692	2,308-86	1,917	356-35	101	283
	F	119-118-56	8,484-10,800	Y-11,880-20	1,720	1,544-90	1,244	275-25	67	109
	R	97-48-40	5,892-6,504	Y-7,154-20	999	755-76	632	102-21	63	181
Westminster, Calif. (7)	P	90-67-40	11,400-13,644	None	1,511	1,340-89	1,145	125-70	6	165
	F	48-47-56	10,980-13,092	None	934	850-91	727	73-50	10	74
Weymouth t, Mass.	P	110-103-40	8,889-10,403	Y-10,553-15	1,512	1,411-93	1,381	...-30	2	99
	F	124-121-42	8,889-10,403	Y-10,553-15	1,894	1,620-86	1,587	...-33	189	85
	R	46-22-40	6,947-7,530	Y-8,680-15	482	398-83	387	...-11	18	66
White Plains, N.Y.	P	221-198-40	10,700-13,055	None	3,897	3,771-97	2,773	816-182	12	114
	F	172-170-40	10,600-12,935	None	3,202	3,122-98	2,164	816-142	4	76
	R	100-63-35	7,232-9,755	None	1,349	1,194-89	936	197-61	46	109
Whittier, Calif. (7)	P	108-83-40	11,982-14,640	None	2,180	1,883-86	1,611	139-133	94	203
	F	85-80-56	11,406-13,932	None	1,695	1,572-93	1,340	120-112	20	103
	R	26-9-40	8,118-9,900	None	688	340-49	297	21-22	137	211
Wichita Falls, Tex.	P	134-99-40	7,020-7,020	Y-8,070-25	1,596	1,159-73	1,036	100-23	82	355
	F	131-127-56	6,059-6,059	Y-7,109-50	1,257	1,073-85	966	84-23	15	169
	R	99-44-40	4,753-4,980	None	1,024	615-60	530	69-16	132	277
Woodbridge tp, N.J. (1)	P	146-133-40	10,000-11,798	Y-12,683-25	2,346	2,193-93	1,904	263-26	0	153
	R	86-44-40	8,450-8,980	Y-9,654-25	1,541	1,188-77	1,081	93-14	1	352
Wyoming, Mich. (7)	P	63-53-40	9,559-12,200	Y-12,550-20	1,754	1,620-92	784	106-730	32	102
	F	13-12-48	8,753-11,171	Y-11,521-20	528	355-67	225	20-110	19	154
York, Pa. (7)	P	101-88-40	8,904-11,130	Y-11,798-15	. . .	...-..	. . .	...-...	. . .	. . .
	F	84-83-48	8,925-11,025	Y-11,686-15	. . .	...-..	. . .	...-...	. . .	. . .
25,000 – 49,999										
Alexandria, La.	P	91-82-40	6,000-6,600	None	1,009	776-77	608	159-9	120	113
	F	115-114-60	6,000-6,120	Y-6,242-03	1,042	845-81	773	62-10	141	56
	R	119-0-40	4,164-6,144	None	1,152	752-65	662	79-11	149	251
Allen Park, Mich.	P	59-57-40	10,560-13,650	Y-13,725-03	1,217	1,074-88	852	159-63	18	125
	F	30-29-56	10,560-13,650	Y-13,725-03	617	561-91	447	81-33	8	48
Alton, Ill.	P	64-58-40	9,546-9,732	Y-10,559-15	904	734-81	691	34-9	69	101
	F	57-57-56	9,546-9,732	Y-10,559-15	939	731-78	649	73-9	122	86
	R	21-9-40	7,956-8,091	Y-8,778-15	340	229-67	214	15-...	46	65
Ames, Iowa (7)	P	48-39-40	8,400-10,392	Y-10,792-20	681	585-86	459	110-16	6	90
	F	41-41-56	7,626-9,456	Y-9,856-20	576	453-79	375	66-12	74	49
Anchorage, Alaska (7)	P	157-106-40	12,642-15,108	Y-16,624-10	3,247	2,814-87	2,293	442-79	14	419
	F	89-87-56	13,134-15,516	Y-17,064-10	2,283	1,643-72	1,320	280-43	295	345
	R	32-12-40	12,611-12,611	Y-13,872-10	1,278	606-47	540	50-16	33	639
Annapolis, Md.	P	79-69-40	8,100-10,670	None	1,173	980-84	905	70-5	80	113
	F	65-64-40	8,100-10,670	None	1,259	628-50	574	51-3	499	132
	R	32-32-40	5,283-6,843	None	488	292-60	275	14-3	99	97
Anniston, Ala.	P	83-68-40	6,892-6,892	Y-6,912-20	844	694-82	635	31-28	38	112
	F	75-75-40	6,892-6,892	Y-6,912-20	783	631-81	577	28-26	92	60
	R	64-49-40	5,450-5,450	Y-5,470-20	531	393-74	355	21-17	38	100
Arcadia, Calif. (7)	P	74-63-40	10,890-12,936	Y-13,436-20	1,525	1,358-89	1,190	151-17	31	136
	F	50-45-60	10,416-12,372	Y-12,872-20	999	949-95	825	111-13	6	44
Arvada, Colo. (3,7)	P	94-68-40	9,396-12,000	Y-12,600-10	1,196	965-81	880	48-37	75	156
Ashland, Ky.	P	42-42-40	7,152-7,152	None	403	363-90	311	52-...	. . .	40
	F	60-60-56	7,152-7,152	None	561	519-93	450	69-...	. . .	42
	R	30-19-40	5,712-5,712	None	253	187-74	177	10-...	. . .	66

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
25,000 – 49,999 continued										
Atlantic City, N.J. (7)	P	373-300-40	9,390-10,550	Y-11,605-25	4,829	4,221-87	3,252	969-...	0	608
	F	276-271-42	9,390-10,550	Y-11,605-25	2,720	2,474-91	2,474	...-...	101	145
	R	125-96-40	5,400-6,448	None	816	773-95	773	...-...	0	43
Attleboro, Mass. (7)	P	59-57-40	8,488-9,924	None	767	744-97	744	...-...	23	...
	F	93-92-42	8,218-9,268	None	970	966-100	966	...-...	4	...
	R	7-4-40	7,218-7,218	None	55	55-100	53	2-...	0	...
Auburn, N.Y.	P	71-63-37	8,863-9,702	Y-10,452-25	1,028	895-87	671	186-38	68	65
	F	93-93-40	8,863-9,702	Y-10,452-25	1,557	1,362-87	1,043	274-45	150	45
	R	16-2-40	7,064-8,049	Y-8,799-25	326	181-56	138	35-8	101	44
Austin, Minn. (7)	P	36-31-40	...-11,003	None	743	667-90	462	176-29	11	65
	F	31-31-56	9,485-10,982	None	651	527-81	380	124-23	68	56
Azusa, Calif. (7)	P	60-48-40	10,632-12,768	None	1,056	929-88	795	86-48	31	96
	F	36-35-56	10,392-12,480	None	664	603-91	514	58-31	5	56
Bangor, Me.	P	76-63-40	6,734-7,934	None	768	717-93	647	59-11	25	26
	F	102-96-56	7,156-8,519	None	985	958-97	870	75-13	5	22
	R	10-5-40	5,805-6,807	None	176	87-49	82	4-1	...	89
Barberton, Ohio (7)	P	47-45-40	9,890-10,959	Y-11,199-20	618	614-99	503	90-21	4	...
	F	45-45-56	9,890-10,959	Y-11,199-20	631	631-100	534	77-20	...	...
Bartlesville, Okla. (7)	P	51-47-40	6,384-7,764	Y-7,824-06	427	380-89	355	20-5	25	22
	F	58-57-56	6,384-7,764	Y-7,824-06	440	415-94	409	...-6	1	24
	R	56-38-40	4,764-6,084	Y-6,144-06	363	306-84	284	16-6	54	3
Battle Creek, Mich. (7)	P	89-75-40	10,353-11,253	Y-11,753-07	2,026	1,476-73	1,260	155-61	21	529
	F	93-92-56	9,314-11,348	Y-11,848-07	1,605	1,386-86	1,145	188-53	34	185
Bay City, Mich.	P	85-75-40	10,604-11,318	Y-12,038-20	1,673	1,566-94	1,151	323-92	4	103
	F	109-109-56	10,695-11,412	Y-12,132-20	2,465	1,753-71	1,306	344-103	538	174
	R	24-16-40	8,091-8,591	Y-9,311-20	415	228-55	181	26-21	80	107
Baytown, Tex.	P	71-52-40	8,304-10,248	Y-11,148-25	1,118	874-78	780	78-16	101	143
	F	59-54-56	8,304-10,248	Y-11,148-25	716	584-82	521	54-9	56	76
	R	44-0-40	6,384-6,804	Y-7,704-25	446	366-82	322	36-8	75	5
Bellingham, Wash. (7)	P	62-55-40	9,294-11,268	None	954	854-90	785	48-21	...	100
	F	79-78-54	9,294-11,268	None	1,114	1,029-92	956	50-23	...	85
Beloit, Wis.	P	72-63-43	8,189-10,987	None	1,148	943-82	789	121-33	48	157
	F	62-61-56	7,803-10,195	None	820	750-91	632	84-34	6	64
	R	11-0-40	7,554-8,237	None	200	134-67	111	20-3	...	66
Bessemer, Ala. (7)	P	65-65-40	8,496-10,332	Y-11,210-20	833	712-85	624	86-2	30	91
	F	67-67-56	8,100-9,828	Y-10,663-20	752	701-93	662	39-...	4	47
	R	133-92-40	7,728-8,496	Y-9,218-20	1,084	770-71	727	43-...	91	223
Beverly, Mass. (7)	P	70-68-40	8,829-10,200	Y-10,600-20	1,571	1,431-91	1,431	...-...	140	...
	F	116-114-42	8,634-10,200	Y-10,600-20	1,530	1,388-91	1,388	...-...	142	...
	R	20-15-40	8,543-10,533	Y-10,933-20	344	181-53	181	...-...	163	...
Beverly Hills, Calif.	P	115-99-40	11,887-14,767	None	2,163	2,000-92	1,708	247-45	41	122
	F	88-83-56	10,731-14,457	None	1,894	1,758-93	1,510	205-43	32	104
	R	46-5-40	8,053-10,005	None	774	538-70	475	41-22	49	187
Big Spring, Tex.	P	54-44-40	6,498-7,224	Y-8,124-25	495	386-78	345	41-...	44	65
	F	47-47-63	5,976-6,096	Y-6,996-25	399	363-91	324	39-...	...	36
	R	19-13-40	4,440-4,692	Y-5,592-25	205	124-60	111	13-...	...	81
Biloxi, Miss.	P	104-104-48	6,400-6,400	Y-7,200-10	861	662-77	662	...-...	26	173
	F	90-90-48	6,400-6,400	Y-7,200-10	710	511-72	511	...-...	26	173
	R	92-92-48	6,000-6,000	Y-6,087-10	1,340	460-34	460	...-...	60	820
Bismarck, N.D.	P	60-51-40	7,056-9,132	Y-9,405-15	671	586-87	493	57-36	19	66
	F	35-35-56	7,056-9,132	Y-9,405-15	417	378-91	325	32-21	12	27
	R	24-14-40	5,076-6,576	Y-6,773-15	251	191-76	156	20-15	60	...
Bloomington, Ill.	P	75-66-40	9,720-10,200	Y-11,220-25	1,116	898-80	746	136-16	65	153
	F	68-67-56	9,264-9,960	Y-11,496-25	867	804-93	631	159-14	19	44
	R	18-11-40	8,195-8,195	Y-9,015-25	373	313-84	272	36-5	...	60
Bloomington, Ind.	P	80-62-40	7,564-8,732	Y-9,150-15	765	610-80	610	...-...	54	101
	F	77-76-56	7,350-8,489	Y-8,936-15	823	738-90	738	...-...	29	56
	R	15-8-40	5,980-5,980	None	...	...-..	...	...-...	...	...
Boca Raton, Fla.	P	93-78-40	9,766-11,710	Y-13,541-13	1,195	1,046-88	946	88-12	63	86
	F	62-60-52	8,860-10,629	Y-12,293-13	762	671-88	593	70-8	20	71
	R	69-43-40	7,009-8,341	Y-9,589-13	965	620-64	528	81-11	69	276
Bountiful, Utah (1)	P	27-21-40	8,015-11,571	None	391	317-81	272	37-8	31	43
	F	2-2-40	8,902-11,571	None	120	54-45	44	4-6	50	16
	R	6-0-40	6,018-6,540	None	155	76-49	69	5-2	12	67
Bowie, Md. (1,4)	R	31-21-40	6,749-8,278	Y-9,755-12	401	294-73	252	23-19	27	80
Bowling Green, Ky.	P	92-81-40	7,032-7,380	Y-7,980-20	695	555-80	458	79-18	3	137
	F	89-86-56	7,032-7,380	Y-7,980-20	858	786-92	661	109-16	28	44
	R	62-40-40	4,244-5,159	None	454	321-71	290	17-14	0	133
Brook Park, Ohio	P	44-40-40	9,625-11,600	Y-12,600-25	649	604-93	507	63-34	45	...
	F	42-42-54	9,625-11,600	Y-12,600-25	653	583-89	488	63-32	70	...
	R	30-20-40	9,500-10,000	Y-...-25	206	206-100	168	16-22	...	...
Brookfield, Wis. (7)	P	55-47-40	10,365-11,460	Y-11,820-15	927	835-90	665	124-46	31	61
	F	41-41-56	10,398-11,520	Y-11,880-15	619	599-97	496	69-34	3	17
Brooklyn Center, Minn. (1,7)	P	35-28-40	9,402-11,712	None	547	497-91	426	67-4	23	27

Table 1/21 continued

POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
25,000 – 49,999 continued										
8rooklyn Park, Minn. (1,7)	P	30-30-40	10,700-12,200	None	547	436-80	375	45-16	26	85
	F	2-0-40	...-...	None	324	90-28	86	3-1	200	34
8urlingame, Calif. (7)	P	51-35-40	11,124-13,536	Y-14,551-25	798	728-91	644	80-4	31	39
	F	62-59-56	10,860-13,200	Y-14,190-25	1,161	920-79	812	104-4	193	48
Burlington, N.C.	P	90-74-42	7,314-8,904	Y-9,438-20	951	821-86	717	98-6	63	67
	F	72-67-66	6,984-8,568	Y-9,082-20	778	673-87	588	80-5	45	60
	R	43-21-40	5,190-6,192	Y-6,463-20	437	307-70	269	36-2	74	56
Cape Girardeau, Mo. (7)	P	52-52-44	6,000-7,560	Y-12,120-20	501	403-80	394	...-9	29	69
	F	42-42-72	5,640-7,200	Y-12,000-20	344	311-90	306	...-5	9	24
Casper, Wyo.	P	75-55-40	7,896-9,348	Y-10,248-15	524	508-97	480	17-11	16	...
	F	63-63-56	7,512-8,844	Y-10,342-24	673	665-99	607	45-13	8	...
	R	29-0-40	6,228-6,876	None	297	246-83	225	13-8	51	...
Cedar Falls, Iowa	P	44-39-42	7,992-10,128	Y-10,992-30	575	494-86	414	74-6	31	50
	F	37-37-56	7,992-10,128	Y-10,992-30	490	422-86	351	66-5	27	41
	R	14-0-40	6,824-8,620	Y-9,484-30	191	128-67	116	10-2	46	17
Cerritos, Calif. (3,4,7)										
Chapel Hill t, N.C. (7)	P	60-52-42	7,548-9,636	None	746	521-70	448	63-10	106	119
	F	40-40-66	6,852-8,748	None	431	322-75	276	39-7	75	34
	R	41-26-40	5,640-7,188	None	670	285-43	242	34-9	299	86
Charlottesville, Va.	P	87-72-40	7,824-9,984	None	995	846-85	738	80-28	46	103
	F	45-44-66	7,452-9,588	None	490	434-89	380	41-13	48	8
	R	30-16-45	5,028-6,444	None	388	236-61	202	23-11	50	102
Cheltenham tp, Pa. (1)	P	84-74-40	10,642-11,894	Y-12,894-25	1,264	1,101-87	975	74-52	31	132
	R	45-32-44	8,878-8,878	None	600	425-71	362	35-28	18	157
Cheyenne, Wyo.	P	65-52-40	7,644-9,300	Y-10,200-16	722	620-86	581	27-12	29	73
	F	52-52-56	7,528-8,836	None	634	567-89	512	46-9	...	67
	R	8-4-40	5,615-8,112	None	618	399-65	364	29-6	106	113
Chicago Heights, Ill.	P	85-68-42	11,576-12,127	Y-12,607-10	1,199	1,072-89	918	116-38	26	101
	F	61-60-56	10,895-11,445	Y-11,925-10	901	836-93	673	131-32	32	33
	R	26-26-40	7,200-8,775	Y-9,255-10	...	...-..	...	...-...	...	...
Clovis, N.M. (7)	P	49-37-40	6,060-7,887	Y-...-07	395	330-84	306	17-7	23	42
	F	35-34-72	6,060-7,887	Y-...-07	399	252-63	233	13-6	122	25
	R	42-26-40	4,550-6,065	Y-...-07	273	227-83	210	11-6	13	33
College Park, Md. (1,4)	R	42-25-40	6,656-8,486	Y-...-..	305	305-100	271	23-11	0	0
Concord, N.H.	P	56-52-40	7,762-9,435	Y-11,365-35	772	602-78	566	25-11	75	95
	F	86-85-56	7,123-8,658	Y-10,429-35	1,142	909-80	843	48-18	181	52
	R	15-9-40	5,533-6,718	Y-8,112-35	246	114-46	100	8-6	30	102
Coral Gables, Fla.	P	160-129-40	10,686-13,026	Y-14,092-15	2,742	2,310-84	2,014	249-47	21	411
	F	84-82-56	10,322-12,532	Y-13,546-15	1,424	1,205-85	1,101	87-17	56	163
	R	115-79-43	8,619-9,370	Y-10,122-15	1,641	1,334-81	1,118	155-61	0	307
Corona, Calif. (7)	P	48-40-40	10,284-12,504	None	885	734-83	619	101-14	32	119
	F	40-39-61	10,044-12,204	None	657	569-87	468	90-11	10	78
Corvallis, Ore. (7)	P	44-38-40	10,470-11,496	Y-11,796-15	592	515-87	449	66-...	6	71
	F	33-31-56	9,678-10,632	Y-10,932-15	581	440-76	384	56-...	99	42
Covina, Calif.	P	54-45-40	11,616-13,776	None	1,075	911-85	783	74-54	25	139
	F	43-41-56	11,322-13,428	None	884	798-90	681	69-48	18	68
	R	13-1-40	7,854-9,324	None	336	182-54	156	15-11	7	147
Cranford tp, N.J. (7)	P	56-50-40	9,240-11,550	Y-13,398-05	1,454	1,392-96	766	594-32	29	33
	F	32-32-42	9,240-11,550	Y-13,398-05	506	481-95	413	51-17	9	16
Crystal, Minn. (1,7)	P	28-26-40	10,464-13,068	Y-13,460-15	497	462-93	367	84-11	8	27
	F	...-...-..	...-...	..-...-..	77	65-84	30	35-...	10	2
Culver City, Calif.	P	80-60-40	11,796-15,096	None	1,606	1,460-91	1,190	205-65	18	128
	F	70-61-56	11,490-15,096	None	1,576	1,505-95	1,226	214-65	23	48
	R	30-11-40	8,496-10,800	None	626	355-57	307	32-16	48	223
Cumberland, Md. (7)	P	66-59-40	6,370-8,372	None	817	725-89	608	88-29	10	82
	F	70-69-56	6,370-8,372	None	699	658-94	571	59-28	9	32
Cuyahoga Falls, Ohio	P	72-67-40	10,738-12,423	Y-12,623-19	1,106	938-85	796	98-44	31	137
	F	61-60-56	10,738-12,423	Y-12,623-19	941	879-93	741	97-41	19	43
	R	27-18-40	8,299-9,589	None	531	355-67	308	29-18	0	176
Danvers t, Mass. (7)	P	37-36-40	8,520-10,678	None	...	...-..	...	...-...	...	...
	F	58-58-48	8,513-10,243	None	...	...-..	...	...-...	...	...
Danville, Ill.	P	73-55-40	8,600-9,400	Y-11,693-15	893	712-80	712	...-...	47	134
	F	74-72-57	8,000-9,400	Y-11,473-15	821	715-87	715	...-...	10	96
	R	20-2-40	9,422-9,984	Y-10,348-15	467	196-42	196	...-...	14	257
Danville, Va.	P	94-89-44	7,080-9,480	None	1,324	1,253-95	995	80-178	...	71
	F	79-79-72	7,080-9,480	None	1,091	900-82	667	79-154	50	141
	R	58-40-40	4,776-6,432	None	604	501-83	330	67-104	...	103
Daytona 8each, Fla. (7)	P	165-118-40	7,821-9,984	None	2,029	1,564-77	1,338	207-19	0	465
	F	89-88-56	7,467-9,090	None	1,250	1,002-80	821	171-10	0	248
De Kalb, Ill. (7)	P	53-40-40	8,928-10,848	Y-12,276-19	685	575-84	492	61-22	32	78
	F	41-41-56	8,928-10,848	Y-12,108-17	683	522-76	429	76-17	131	30
Decatur, Ala.	P	59-49-40	6,656-8,866	None	724	549-76	489	50-10	81	94
	F	68-68-56	5,668-7,592	None	850	562-66	498	53-11	256	32
	R	82-51-40	4,290-5,824	None	791	414-52	368	34-12	238	139

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Totel personnel, no. uniformed, duty hours per week	Entrance, maximum salery ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
25,000 – 49,999 continued										
Denton, Tex.	P	65-53-40	7,464-8,544	Y-9,594-25	721	596-83	530	48-18	4	121
	F	54-53-72	6,588-7,332	Y-8,382-25	489	436-89	385	41-10	9	44
	R	49-29-40	4,472-4,472	Y-4,772-10	552	320-58	284	20-16	10	222
Dothan, Ala.	P	99-84-40	6,045-7,569	Y-7,569-20	901	763-85	655	68-40	15	123
	F	62-61-56	5,766-6,998	Y-6,998-20	602	442-73	385	40-17	107	53
	R	101-71-40	4,257-4,257	None	523	502-96	428	45-29	15	6
Downers Grove v, Ill. (7)	P	45-38-40	9,600-13,200	Y-13,728-20	719	621-86	603	...-18	23	75
	F	17-17-44	9,600-11,040	Y-11,390-15	416	300-72	294	...-6	73	43
East Brunswick tp, N.J. (1,7)	P	68-56-40	8,837-12,493	Y-13,742-25	1,268	1,100-87	949	104-47	0	168
East Cleveland, Ohio	P	81-63-40	9,690-11,856	Y-12,360-21	1,260	1,158-92	946	167-45	26	76
	F	51-50-54	9,690-11,856	Y-12,360-21	808	784-97	626	126-32	...	24
	R	22-15-51	8,669-8,669	Y-9,071-21	359	240-67	207	19-14	...	119
East Detroit, Mich.	P	63-55-40	11,695-13,570	Y-14,470-20	1,267	1,147-91	968	119-60	42	78
	F	27-26-56	11,305-13,180	Y-14,080-20	494	463-94	392	45-26	2	29
	R	23-20-40	10,171-10,171	Y-11,071-25	549	383-70	319	40-24	34	132
East Haven t, Conn. (7)	P	43-41-40	8,150-10,400	None	621	559-90	491	47-21	22	40
	F	40-40-42	9,200-10,400	None	598	526-88	461	44-21	3	69
Eau Claire, Wis. (7)	P	85-75-40	8,596-10,224	Y-10,837-12	1,406	1,258-89	912	297-49	10	138
	F	75-73-56	8,281-10,108	Y-10,714-12	1,307	998-76	778	170-50	4	305
	R	2-0-40	...-...	..-...-..	90	24-27	20	3-1	...	66
Edina v, Minn. (7)	P	50-42-40	10,080-13,068	None	779	735-94	657	55-23	44	...
	F	20-19-61	9,306-11,712	None	334	279-84	250	20-9	55	...
El Cerrito, Calif. (7)	P	47-37-40	11,340-13,548	Y-14,172-04	802	770-96	658	82-30	2	30
	F	36-36-56	10,848-13,104	Y-13,764-04	622	604-97	521	59-24	3	15
Elkhart, Ind.	P	107-93-40	9,252-9,702	Y-10,662-32	1,581	1,430-90	1,108	299-23	10	141
	F	108-107-56	9,252-9,702	Y-10,662-32	1,523	1,387-91	1,060	302-25	65	71
	R	24-15-40	8,070-8,320	Y-9,280-32	339	216-64	195	16-5	75	48
Elmira, N.Y.	P	104-102-40	8,323-10,156	Y-11,142-20	1,890	1,814-96	1,230	511-73	42	34
	F	113-113-40	8,323-10,156	Y-11,142-20	1,890	1,811-96	1,244	488-79	11	68
	R	30-25-40	6,157-7,405	Y-8,279-20	306	298-97	220	57-21	7	1
Englewood, Colo. (7)	P	84-75-40	9,552-12,336	Y-12,792-20	1,085	886-82	803	44-39	28	171
	F	56-55-56	9,324-13,380	Y-13,776-20	845	754-89	680	41-33	23	68
Enid, Okla.	P	74-60-48	6,300-6,300	Y-8,040-06	593	536-90	499	25-12	34	23
	F	70-70-56	6,000-6,000	Y-7,680-06	561	524-93	512	...-12	8	29
	R	60-19-48	4,440-4,440	Y-5,640-06	477	411-86	373	27-11	44	22
Ewing tp, N.J. (1)	P	60-59-40	9,115-12,502	Y-13,302-25	1,014	901-89	783	84-34	43	70
	R	30-30-40	7,592-8,050	Y-8,850-25	465	330-71	300	17-13	56	79
Fair Lawn b, N.J. (1,7)	P	55-51-40	8,200-12,600	Y-13,860-25	950	858-90	722	98-38	26	66
Fairfield, Calif. (7)	P	66-51-40	10,908-13,260	None	1,109	1,003-90	788	215-...	17	89
	F	22-21-40	10,344-12,576	None	337	281-83	270	11-...	7	49
Fairmont, W. Va.	P	33-29-40	6,714-6,864	Y-7,284-20	322	279-87	239	40-...	12	31
	F	40-40-56	6,714-6,864	Y-7,284-20	379	338-89	295	43-...	11	30
	R	52-31-40	6,188-6,288	None	394	325-82	280	45-...	12	57
Farmers Branch, Tex.	P	41-36-40	9,300-10,560	Y-12,060-25	671	581-87	521	49-11	37	53
	F	42-36-56	8,700-10,560	Y-12,060-25	626	588-94	529	49-10	3	35
	R	17-9-44	6,000-6,900	Y-8,400-25	376	143-38	129	11-3	102	131
Fayetteville, Ark.	P	45-42-40	6,120-7,740	None	369	343-93	291	43-9	26	0
	F	33-33-56	6,000-7,620	None	300	295-98	250	38-7	5	0
	R	36-36-40	4,740-6,060	None	232	223-96	199	17-7	9	0
Ferguson, Mo.	P	50-48-43	8,856-10,488	Y-11,016-20	573	569-99	492	60-17	4	...
	F	15-15-67	8,346-9,888	Y-10,380-20	298	159-53	136	17-6	139	...
	R	10-4-48	7,438-8,811	Y-9,260-20	210	186-89	165	16-5	24	...
Ferndale, Mich.	P	58-52-40	11,700-14,300	Y-15,444-20	1,057	973-92	806	130-37	8	76
	F	47-47-56	11,374-14,250	Y-15,390-20	917	837-91	700	101-36	12	68
	R	21-11-40	9,485-9,485	Y-10,434-25	523	310-59	261	35-14	1	212
Flagstaff, Ariz.	P	52-52-45	8,160-9,924	None	664	515-78	409	92-14	0	149
	F	44-44-56	7,776-9,444	None	512	463-90	392	45-26	2	47
	R	30-0-44	5,532-6,720	None	390	266-68	231	23-12	26	98
Florence, Ala.	P	61-61-40	6,630-7,560	Y-7,680-..	503	492-98	438	44-10	1	10
	F	59-59-56	6,570-7,380	Y-7,500-..	474	465-98	411	45-9	3	6
	R	37-37-40	5,580-5,940	Y-6,060-..	272	256-94	232	20-4	7	9
Florence, S.C.	P	64-60-40	6,406-8,174	Y-8,746-30	503	473-94	407	66-...	30	...
	F	58-57-48	6,406-8,174	Y-8,746-30	351	345-98	299	46-...	6	...
	R	53-32-40	4,118-5,262	Y-5,630-30	412	354-86	315	39-...	58	...
Fond du Lac, Wis.	P	67-59-39	10,173-10,651	Y-11,551-15	939	865-92	706	127-32	23	51
	F	70-70-56	9,628-10,269	Y-11,109-15	977	915-94	767	113-35	33	29
	R	19-11-40	8,201-8,453	Y-9,214-15	278	213-77	171	33-9	0	65
Fort Collins, Colo. (7)	P	75-63-40	8,496-11,376	None	887	717-81	667	19-31	7	163
	F	61-57-56	7,776-10,416	Y-...-05	672	610-91	562	24-24	5	57
	R	4-0-40	6,348-8,496	None	137	42-31	38	3-1	52	43
Fort Dodge, Iowa	P	46-39-40	8,430-8,730	Y-9,210-15	526	381-72	359	22-...	15	130
	F	37-37-56	8,430-8,730	Y-9,210-15	473	341-72	324	17-...	108	24
	R	17-15-40	8,323-8,323	Y-8,803-15	348	135-39	123	12-...	14	199
Fort Lee b, N.J. (1,7)	P	77-77-40	10,910-13,092	Y-15,055-20	2,292	1,427-62	1,239	188-...	750	115

Table 1/21 continued

POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Reported expenditures (in thousands)					
					Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
25,000 – 49,999 continued										
Fort Myers, Fla.	P	71-67-40	8,154-10,442	None	806	640-79	591	32-17	47	119
	F	57-56-56	7,384-9,464	None	480	394-82	363	19-12	10	76
	R	59-31-40	5,242-6,698	None	579	399-69	357	31-11	109	71
Fort Pierce, Fla. (3,7)	P	79-51-42	8,604-11,424	Y-11,696-08	1,150	998-87	865	122-11	70	82
Fountain Valley, Calif. (7)	P	57-46-40	11,400-13,908	None	1,069	937-88	808	89-40	35	97
	F	34-32-56	11,160-13,572	None	741	621-84	536	60-25	43	77
Franklin tp, N.J. (1)	P	64-52-40	8,835-11,816	Y-12,761-07	970	887-91	758	81-48	33	50
	R	6-0-40	7,820-10,316	None	92	64-70	52	7-5	2	26
Galesburg, Ill. (7)	P	49-43-40	8,940-10,356	Y-11,392-25	722	626-87	530	87-9	18	78
	F	49-49-56	8,940-10,356	Y-11,392-25	676	631-93	537	86-8	23	22
Gardena, Calif. (7)	P	91-70-40	11,100-13,500	None	2,852	2,667-94	1,343	1,293-31	28	157
	F	63-57-56	10,692-13,008	None	1,897	1,739-92	897	824-18	79	79
Garfield Heights, Ohio	P	42-42-56	9,650-11,339	Y-11,939-20	611	563-92	496	33-34	16	32
	F	44-43-40	9,650-11,358	Y-11,958-20	761	672-88	598	39-35	5	84
	R	52-40-40	6,136-6,884	Y-7,184-20	787	475-60	386	53-36	. . .	312
Glen Cove, N.Y. (1)	P	50-49-40	11,447-15,410	Y-16,410-15	1,298	1,110-86	819	265-26	0	188
	F	5-5-42	8,620-10,240	Y-11,600-25	214	77-36	58	16-3	74	63
	R	16-11-40	7,690-9,085	Y-10,195-25	272	163-60	119	32-12	52	57
Glendale, Ariz.	P	97-77-40	9,216-11,616	Y-12,016-14	1,152	962-84	749	187-26	88	102
	F	56-50-63	8,628-10,836	Y-11,236-14	632	539-85	470	47-22	41	52
	R	89-55-40	5,544-7,056	Y-7,409-14	955	571-60	488	54-29	194	190
Glendora, Calif.. (3,7)	P	47-39-40	10,908-13,248	None	882	743-84	671	53-19	31	108
Glenview v, Ill. (7)	P	41-33-44	11,124-14,112	None	858	693-81	659	...-34	38	127
	F	25-24-56	10,608-13,440	None	469	388-83	365	2-21	8	73
Gloucester, Mass. (7)	P	54-52-40	9,456-9,975	Y-10,125-20	1,366	894-65	820	74-...	472	. . .
	F	94-94-42	9,456-9,975	Y-10,125-20	1,194	1,194-100	1,132	62-...	0	. . .
Goldsboro, N.C.	P	62-48-40	6,386-8,154	None	588	473-80	420	46-7	35	80
	F	56-56-66	6,074-7,758	None	490	422-86	368	47-7	18	50
	R	49-46-40	4,326-4,992	None	395	240-61	210	24-6	50	105
Grand Forks, N.D.	P	69-63-40	8,820-10,356	None	977	822-84	726	55-41	55	100
	F	63-63-56	8,424-9,888	None	708	659-93	574	47-38	20	29
	R	37-4-40	6,702-7,860	None	595	397-67	350	24-23	71	127
Grand Island, Neb. (7)	P	51-43-40	6,564-8,160	Y-9,756-12	613	474-77	407	60-7	42	97
	F	41-41-56	6,288-7,812	Y-8,520-12	475	415-87	332	77-6	9	51
	R	1-1-40	5,232-6,288	Y-6,840-12	66	8-12	8	...-...	0	58
Granite City, Ill. (7)	P	50-48-40	9,672-10,608	Y-11,457-15	580	580-100	570	10-...	. . .	. . .
	F	42-42-52	9,672-10,608	Y-11,457-15	493	493-100	488	5-...	. . .	. . .
	R	...-...-..	...-...	..-...-..	269	269-100	269	...-...	. . .	. . .
Greenville, N.C.	P	64-57-42	6,381-8,760	Y-8,826-20	655	522-80	465	47-10	15	118
	F	53-53-63	6,078-8,343	Y-8,406-20	439	402-92	357	37-8	8	29
	R	79-54-40	4,535-5,647	Y-5,689-20	435	366-84	323	31-12	13	56
Groton t, Conn. (3,7)	P	44-43-40	8,289-10,273	Y-10,773-20	677	605-89	557	26-22	27	45
Gulfport, Miss.	P	89-67-40	5,940-6,204	Y-6,804-18	906	637-70	637	...-...	140	129
	F	95-95-..	5,940-6,204	Y-6,804-18	906	637-70	637	...-...	140	129
Haltom City, Tex. (7)	P	40-1-40	7,496-8,957	Y-...-..	422	382-91	338	39-5	40	. . .
	F	24-24-56	7,173-8,565	Y-...-..	250	226-90	199	24-3	24	. . .
Hamden t, Conn. (7)	P	96-96-40	9,888-10,888	Y-11,288-20	1,055	1,055-100	1,055	...-...	. . .	. . .
	F	120-119-42	9,262-10,470	Y-10,970-10	1,395	1,395-100	1,395	...-...	0	. . .
Harlingen, Tex.	P	64-48-40	6,336-...	Y-6,424-25	527	414-79	370	38-6	19	94
	F	54-53-60	6,150-...	Y-6,238-25	326	265-81	246	14-5	1	60
	R	44-44-44	4,604-...	None	387	235-61	207	24-4	24	128
Hattiesburg, Miss.	P	58-31-40	6,910-...	Y-...-04	629	481-76	481	...-...	43	105
	F	87-87-62	7,611-...	Y-...-04	527	481-91	481	...-...	14	32
	R	81-77-40	4,680-4,680	Y-4,800-04	479	359-75	276	50-33	30	90
Highland Park, Ill. (7)	P	52-41-40	10,647-13,858	None	874	868-99	819	13-36	6	. . .
	F	39-38-56	10,127-13,234	None	561	535-95	509	...-26	26	. . .
Hobbs, N.M. (7)	P	55-55-40	7,560-9,840	None	592	514-87	460	47-7	25	53
	F	36-36-40	5,760-7,560	None	431	375-87	343	26-6	36	20
Holland, Mich. (7)	P	67-51-40	8,975-10,629	Y-11,269-04	1,055	764-72	681	57-26	105	186
	F	26-26-56	8,549-10,130	Y-10,770-04	423	333-79	290	31-12	5	85
Huntington Park, Calif. (3)	P	63-50-40	11,088-13,476	None	1,281	1,147-90	989	139-19	6	128
	R	10-6-40	8,484-10,308	None	195	114-58	101	10-3	0	81
Hurst, Tex. (7)	P	40-24-40	8,070-8,820	Y-9,870-25	539	443-82	398	39-6	66	30
	F	30-29-56	8,070-8,820	Y-9,870-25	316	289-91	260	26-3	11	16
Idaho Falls, Idaho	P	74-67-40	7,925-9,048	Y-10,134-10	798	706-88	653	39-14	21	71
	F	71-70-56	7,804-8,940	Y-10,026-10	843	764-91	717	34-13	7	72
	R	20-12-40	5,458-6,400	None	300	170-57	149	19-2	32	98
Iowa City, Iowa	P	57-46-40	8,520-10,872	None	761	673-88	550	100-23	57	31
	F	52-51-56	8,112-10,344	None	661	602-91	480	100-22	4	55
	R	23-0-40	6,048-7,728	None	376	215-57	190	17-8	87	74
Jamestown, N.Y.	P	79-74-40	9,023-10,295	Y-10,695-20	1,176	1,071-91	889	158-24	13	92
	F	101-101-40	9,023-10,031	Y-10,431-20	1,433	1,331-93	1,077	217-37	13	89
	R	20-1-40	8,819-8,819	None	368	265-72	245	10-10	. . .	103
Janesville, Wis.	P	71-66-40	9,352-12,186	None	1,116	1,005-90	818	149-38	28	83

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
25,000 – 49,999 continued										
Janesville, Wis. (cont'd)	F	59-58-56	9,152-11,622	None	932	814-87	663	118-33	63	55
	R	31-20-40	7,114-8,320	None	367	225-61	181	33-11	7	135
Kearny t, N.J.	P	136-135-40	10,681-11,687	Y-13,374-05	2,109	2,062-98	1,793	149-120	47	...
	F	146-146-40	10,681-11,687	Y-13,374-05	2,243	2,225-99	2,035	149-41	18	...
	R	75-61-40	8,301-8,757	Y-9,632-05	407	407-100	349	37-21	0	...
Kent, Ohio	P	36-26-40	10,192-11,461	Y-11,761-25	537	490-91	413	55-22	2	45
	F	24-24-72	10,192-11,461	Y-11,761-25	353	263-75	214	37-12	7	83
Killeen, Tex.	P	95-77-44	6,912-7,248	Y-...-..	702	607-86	551	47-9	85	10
	F	51-50-60	6,576-6,912	Y-...-..	422	366-87	328	32-6	52	4
	R	34-21-44	5,976-6,264	Y-...-..	411	264-64	240	20-4	137	10
Kingsport, Tenn.	P	71-57-45	6,252-8,376	None	760	628-83	550	76-2	24	108
	F	57-53-71	6,252-8,376	None	472	442-94	382	58-2	0	30
	R	66-35-40	4,368-5,574	None	462	334-72	302	31-1	61	67
Kingsville, Tex.	P	45-33-40	6,654-7,152	Y-7,752-15	515	412-80	374	33-5	27	76
	F	25-25-56	6,186-6,660	Y-7,260-15	233	195-84	177	16-2	5	33
	R	34-0-40	3,858-4,152	None	256	184-72	166	14-4	9	63
Kirkwood, Mo.	P	60-50-40	9,468-10,308	Y-11,652-12	839	721-86	633	78-10	35	83
	F	38-38-63	9,012-9,816	Y-11,088-12	521	467-90	409	51-7	8	46
	R	25-18-40	6,408-6,972	Y-7,884-12	346	251-73	215	33-3	0	95
La Mesa, Calif. (7)	P	51-42-40	10,284-13,788	None	1,002	868-87	688	162-18	54	80
	F	46-45-63	9,792-13,464	None	907	858-95	683	161-14	5	44
La Mirada, Calif. (3,4,7)										
La Puente, Calif. (3,4)										
Lafayette, Ind.	P	87-74-40	8,895-9,678	None	1,156	1,026-89	789	230-7	50	80
	F	101-101-56	8,895-9,678	None	1,322	1,243-94	957	276-10	9	70
	R	27-16-40	5,300-6,136	None	183	158-86	145	13-...	25	...
Lakeland, Fla.	P	120-87-40	7,779-9,485	Y-9,965-20	1,450	1,262-87	1,172	70-20	22	166
	F	99-92-56	7,405-9,027	Y-9,507-20	1,222	912-75	846	51-15	275	35
	R	49-30-40	5,013-6,094	Y-6,574-20	603	321-53	296	17-8	24	258
Lakewood tp, N.J. (1)	P	63-60-40	9,000-12,000	Y-12,200-05	1,182	1,010-85	893	88-29	60	112
	F	3-3-40	9,000-12,000	Y-12,200-05	309	41-13	35	5-1	154	114
	R	18-10-40	6,100-7,900	Y-8,100-05	267	174-65	139	29-6	66	27
Lancaster, Ohio	P	45-39-48	8,216-9,693	Y-...-..	527	471-89	405	52-14	29	27
	F	60-60-48	8,216-9,693	Y-...-..	606	578-95	505	54-19	0	28
	R	24-11-40	6,656-7,862	Y-...-..	332	183-55	161	15-7	52	97
Lansing v, Ill. (1)	P	27-27-40	11,200-14,500	Y-14,500-15	508	364-72	330	28-6	19	125
	F	8-8-40	11,200-14,500	Y-14,500-15	106	47-44	42	4-1	7	52
	R	23-23-44	10,600-10,600	None	339	209-62	169	35-5	17	113
Largo, Fla.	P	64-52-40	8,762-11,804	None	561	439-78	405	23-11	51	71
	F	59-54-56	8,346-11,232	None	411	366-89	338	19-9	15	30
	R	37-21-44	5,642-7,566	None	356	244-69	224	13-7	69	43
Lawrence, Kan.	P	88-77-40	7,962-9,924	None	808	690-85	690	...-...	34	84
	F	62-62-56	7,578-9,456	None	573	541-94	541	...-...	10	22
	R	40-22-40	5,364-6,684	None	571	363-64	363	...-...	96	112
Leavenworth, Kan.	P	36-31-40	7,351-8,759	Y-8,999-..	440	351-80	269	69-13	42	47
	F	40-40-63	6,985-8,338	Y-8,578-..	458	375-82	295	67-13	51	32
	R	13-1-40	6,147-7,344	Y-7,584-..	277	122-44	103	13-6	54	101
Lewiston, Idaho (7)	P	45-44-40	8,012-9,009	None	594	400-67	347	53-...	46	148
	F	46-44-56	7,146-8,940	Y-9,000-06	593	481-81	429	52-...	4	108
Lewiston, Me.	P	83-74-42	5,838-7,123	None	986	797-81	704	71-22	29	160
	F	97-95-56	6,348-7,123	None	1,120	861-77	760	76-25	27	232
	R	13-8-40	4,950-5,470	None	144	86-60	75	8-3	0	58
Lexington t, Mass. (7)	P	56-49-38	8,250-11,780	None	853	775-91	753	19-3	18	60
	F	61-60-42	8,350-10,600	None	814	722-89	711	8-3	56	36
Linden, N.J.	P	128-124-40	10,650-11,850	Y-13,035-05	2,161	2,043-95	1,697	264-82	0	118
	F	130-127-42	10,650-11,850	Y-13,035-05	2,144	2,062-96	1,716	264-82	0	82
	R	21-0-40	7,571-8,819	Y-10,019-05	308	256-83	230	13-13	0	52
Livermore, Calif. (7)	P	51-39-40	11,640-13,800	None	792	689-87	621	54-14	26	77
	F	44-43-56	10,776-12,780	None	670	604-90	545	46-13	6	60
Livingston tp, N.J. (1,7)	P	48-46-41	8,946-12,802	Y-14,082-25	811	715-88	595	95-25	25	71
Lodi, Calif. (7)	P	54-46-40	10,614-12,588	None	811	688-85	588	86-14	17	106
	F	45-44-63	9,864-11,688	None	663	614-93	525	78-11	8	41
Long Beach, N.Y.	P	88-86-40	10,558-14,215	Y-15,215-15	2,050	1,968-96	1,494	408-66	20	62
	F	40-39-40	10,558-14,215	Y-15,215-15	927	856-92	646	177-33	11	60
	R	45-35-40	8,660-10,119	Y-11,111-16	736	602-82	445	120-37	1	133
Longview, Tex.	P	78-73-40	8,070-8,220	Y-9,120-25	818	769-94	707	48-14	30	19
	F	84-84-48	8,070-8,220	Y-9,120-25	770	703-91	654	38-11	11	56
	R	72-58-40	4,888-4,888	None	606	387-64	359	24-4	21	198
Longview, Wash.	P	50-44-42	10,212-12,180	Y-12,420-20	761	627-82	545	64-18	11	123
	F	41-41-52	9,852-11,712	Y-11,952-20	578	522-90	479	29-14	3	53
	R	19-0-40	8,736-10,368	Y-10,608-20	413	208-50	178	20-10	6	199
Lynwood, Calif. (7)	P	56-38-40	11,664-13,356	Y-13,757-17	1,497	1,106-74	983	104-19	318	73
	F	45-45-57	11,400-13,356	Y-13,757-17	773	736-95	650	76-10	12	25
McAllen, Tex.	P	56-50-46	6,672-6,672	Y-6,708-..	609	479-79	420	52-7	42	88

Table 1/21 continued — POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Depart-ment	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expendi-tures (A) ($)	Total personnel expendi-tures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
25,000 – 49,999 continued										
McAllen, Tex. (cont'd)	F	64-64-60	6,708-6,708	Y-6,744-..	505	398-79	350	40-8	19	88
	R	70-40-53	4,888-4,888	None	482	338-70	294	36-8	58	86
Madison Heights, Mich.	P	55-51-40	11,774-14,230	Y-15,368-20	948	828-87	691	101-36	38	82
	F	36-36-56	11,409-13,965	Y-15,082-20	643	594-92	484	80-30	6	43
	R	12-0-40	9,485-9,713	Y-10,490-20	455	195-43	175	8-12	50	210
Manchester t, Conn. (7)	P	80-67-40	9,854-11,119	Y-11,519-20	1,314	1,140-87	985	96-59	37	137
	F	61-60-42	9,854-11,119	Y-11,519-20	1,339	991-74	785	160-46	38	310
Manhattan, Kan. (7)	P	58-44-40	6,510-8,520	None	543	536-99	493	30-13	7	. . .
	F	37-36-56	6,678-8,712	None	306	304-99	288	14-2	2	. . .
Manhattan Beach, Calif.	P	65-54-40	11,490-13,620	Y-15,660-21	1,041	1,030-99	882	126-22	11	0
	F	36-36-56	10,722-12,720	Y-14,628-21	571	568-99	490	68-10	3	0
	R	13-0-40	9,252-10,980	Y-12,624-21	. . .	...-..	. . .	...-...	. . .	. . .
Manitowoc, Wis. (7)	P	69-63-38	8,658-9,756	Y-10,116-15	1,699	1,609-95	686	888-35	21	69
	F	58-58-52	8,982-10,326	Y-10,686-15	807	746-92	611	109-26	16	45
Mankato, Minn. (7)	P	49-45-40	8,772-10,380	Y-11,418-30	746	639-86	497	142-...	39	68
	F	40-40-63	8,790-10,380	Y-11,418-30	31	...-0	. . .	...-...	. . .	31
Maple Heights, Ohio	P	59-49-40	10,088-11,357	Y-11,957-20	963	963-100	760	170-33	. . .	. . .
	F	45-45-56	10,088-11,357	Y-11,957-20	661	661-100	557	76-28	. . .	. . .
	R	22-17-40	7,259-9,131	Y-9,731-20	270	270-100	198	59-13	. . .	. . .
Marion, Ind.	P	76-73-40	7,885-8,882	None	884	772-87	730	6-36	16	96
	F	83-83-63	7,885-8,882	None	916	787-86	751	...-36	13	116
	R	16-16-40	6,442-6,442	None	152	127-84	105	15-7	14	11
Marion, Ohio	P	53-50-40	8,558-10,701	Y-11,181-20	825	685-83	583	72-30	25	115
	F	56-56-56	8,558-10,701	Y-11,181-20	910	733-81	620	82-31	15	162
	R	49-49-40	6,582-8,184	Y-8,664-20	532	342-64	300	27-15	21	169
Marlborough, Mass. (7)	P	48-45-37	8,410-10,047	Y-10,147-20	546	524-96	524	...-...	22	. . .
	F	52-50-48	8,621-10,299	Y-10,399-15	666	637-96	637	...-...	29	. . .
Marshalltown, Iowa (7)	P	36-33-40	8,148-9,864	None	532	451-85	349	92-10	31	50
	F	29-29-56	9,624-9,624	None	429	393-92	296	89-8	18	18
Mason City, Iowa	P	55-42-40	8,220-8,820	Y-9,420-20	132	132-100	. . .	...-132	. . .	. . .
	F	42-42-56	8,220-8,820	Y-9,420-20	84	84-100	. . .	...-84	. . .	. . .
	R	12-5-40	6,815-7,535	Y-7,775-15	24	24-100	. . .	...-24	. . .	. . .
Medford, Ore. (7)	P	61-53-40	9,548-10,956	Y-11,268-22	913	773-85	646	85-42	35	105
	F	62-59-56	9,948-10,214	Y-10,214-22	860	801-93	668	89-44	20	39
Melbourne, Fla.	P	88-73-40	7,320-9,816	Y-10,308-07	1,044	735-70	619	86-30	34	275
	F	72-64-56	7,320-9,816	Y-10,308-07	794	613-77	518	72-23	41	140
	R	72-34-40	4,999-5,115	Y-6,249-08	839	477-57	408	40-29	64	298
Melrose, Mass.	P	56-52-40	9,992-10,877	Y-11,377-10	1,606	1,552-97	821	509-222	18	36
	F	68-68-42	9,992-10,877	Y-11,377-10	847	799-94	799	...-...	14	34
	R	15-15-40	6,874-...	None	202	99-49	99	...-...	. . .	103
Menlo Park, Calif. (3,7)	P	49-37-40	12,012-14,268	None	852	766-90	701	48-17	20	66
Mentor, Ohio	P	48-38-40	10,465-11,479	Y-12,200-15	856	679-79	617	62-...	24	153
	F	25-20-56	10,465-11,479	Y-12,200-15	539	452-84	425	27-...	36	51
Meridian, Miss.	P	155-110-40	6,386-8,154	Y-8,274-21	1,026	879-86	847	32-...	49	98
	F	90-89-56	6,386-8,154	Y-8,274-21	683	659-96	640	19-...	6	18
	R	100-71-40	4,160-4,992	Y-5,012-21	448	358-80	344	14-...	79	11
Michigan City, Ind.	P	102-92-40	8,595-9,095	Y-...-03	1,421	1,213-85	987	166-60	41	167
	F	92-92-56	8,000-8,500	Y-...-03	1,292	1,170-91	939	175-56	10	112
	R	29-3-40	6,699-7,055	None	413	251-61	226	11-14	20	142
Middletown, Ohio (7)	P	95-85-40	9,803-11,780	Y-11,897-10	6,114	1,325-22	1,087	186-52	55	4,734
	F	82-81-56	9,803-11,780	Y-11,897-10	1,389	1,237-89	971	175-91	17	135
Middletown tp, Pa. (1,7)	P	54-45-40	9,000-11,450	Y-12,137-15	821	713-87	620	41-52	48	60
Midland, Mich.	P	43-39-40	10,535-12,635	Y-13,267-20	839	756-90	617	111-28	27	56
	F	43-43-56	10,205-11,800	Y-12,390-20	699	624-89	496	89-39	41	34
	R	26-20-40	9,457-9,506	None	276	236-86	185	35-16	38	2
Midwest City, Okla.	P	83-76-40	7,776-9,840	Y-10,704-18	683	617-90	569	37-11	33	33
	F	68-68-56	7,155-9,664	Y-10,428-18	497	470-95	461	...-9	6	21
	R	52-32-40	5,484-7,260	Y-8,124-18	436	366-84	322	36-8	25	45
Millcreek tp, Pa. (1,7)	P	49-42-40	9,863-10,843	Y-11,710-20	598	542-91	500	8-34	34	22
Milpitas, Calif. (7)	P	43-36-40	10,980-13,356	None	667	588-88	514	55-19	12	67
	F	36-36-56	10,716-13,032	None	640	604-94	535	53-16	3	33
Minnetonka, Minn. (1,7)	P	34-32-40	10,068-12,204	None	578	503-87	431	52-20	25	50
	F	2-0-40	...-...	..-...-..	88	63-72	61	2-...	9	16
Minot, N.D.	P	54-49-40	7,056-8,760	Y-9,060-25	596	511-86	456	37-18	15	70
	F	43-42-56	7,056-8,760	Y-9,060-25	489	460-94	405	41-14	10	19
	R	19-11-40	5,544-6,888	Y-7,188-25	202	147-73	126	15-6	6	49
Mishawaka, Ind. (7)	P	62-60-40	9,112-9,112	None	835	778-93	595	160-23	44	13
	F	78-78-72	9,112-9,112	None	1,005	933-93	705	198-30	45	27
Missoula, Mont. (7)	P	60-47-40	7,950-10,056	None	512	444-87	414	25-5	24	44
	F	49-47-40	7,950-10,056	None	489	428-88	393	30-5	11	50
Moline, Ill.	P	74-63-40	9,096-11,316	Y-11,316-15	809	777-96	753	...-24	32	. . .
	F	68-68-56	8,760-10,824	Y-10,824-15	794	772-97	747	...-25	22	. . .
	R	19-19-40	7,571-9,693	Y-9,693-15	205	175-85	169	...-6	30	. . .
Monroeville b, Pa. (1)	P	42-36-40	10,352-11,475	Y-11,975-15	664	536-81	489	26-21	24	104

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
25,000 – 49,999 continued										
Monroeville b, Pa. (cont'd)	R	15-10-40	10,435-10,870	None	307	207-67	184	15-8	30	70
Monrovia, Calif. (7)	P	59-53-40	10,962-12,996	None	982	945-96	773	120-52	37	...
	F	31-30-60	10,698-12,684	None	545	538-99	439	70-29	7	...
Monterey, Calif. (7)	P	61-45-40	10,404-12,348	None	983	913-93	768	94-51	31	39
	F	47-46-63	9,816-11,640	None	797	734-92	613	78-43	17	46
Monterey Park, Calif. (7)	P	69-57-40	11,460-13,932	None	1,126	1,043-93	865	109-69	5	78
	F	49-47-58	10,908-13,272	None	905	855-94	713	89-53	4	46
Moorhead, Minn.	P	33-31-40	8,928-10,356	Y-10,770-20	479	426-89	324	88-14	16	37
	F	28-28-63	8,928-10,356	Y-10,770-20	393	354-90	287	54-13	2	37
	R	19-13-40	7,446-8,258	Y-....-20	448	226-50	201	18-7	132	90
Morton Grove v, Ill. (7)	P	43-39-40	11,098-14,043	Y-14,353-15	761	643-84	546	76-21	20	98
	F	29-29-56	11,210-13,618	Y-13,928-15	494	464-94	383	69-12	2	28
Mount Lebanon tp, Pa. (7)	P	56-48-40	9,984-11,466	Y-11,986-24	913	807-88	730	46-31	38	68
	F	14-14-40	10,166-11,648	Y-12,168-24	262	209-80	184	17-8	0	53
Mount Prospect v, Ill. (7)	P	62-51-40	10,960-14,074	Y-14,474-20	889	779-88	682	65-32	35	75
	F	57-55-55	10,960-14,007	None	896	789-88	707	49-33	45	62
Murfreesboro, Tenn.	P	48-43-40	6,528-7,236	None	454	392-86	392	...-...	22	40
	F	50-47-60	6,528-6,948	None	529	367-69	367	...-...	1	161
	R	34-21-40	6,292-6,292	None	268	224-84	224	...-...	25	19
Muskegon, Mich.	P	89-83-40	11,000-11,800	Y-12,300-25	1,165	977-84	826	97-54	0	188
	F	78-77-56	10,310-11,150	Y-11,650-25	1,167	1,074-92	907	126-41	0	93
	R	21-1-40	8,902-9,318	Y-9,818-25	476	260-55	218	31-11	0	216
Napa, Calif. (7)	P	73-59-40	10,020-12,192	None	2,200	1,987-90	1,892	75-20	33	180
	F	50-49-60	9,780-11,892	None	852	691-81	616	61-14	66	95
Natick t, Mass.	P	56-53-40	8,970-10,649	Y-11,432-15	985	884-90	774	...-110	40	61
	F	95-91-42	8,970-10,649	Y-11,432-15	1,433	1,333-93	1,149	...-184	46	54
	R	21-16-40	8,143-9,083	Y-9,866-15	324	251-77	219	...-32	19	54
National City, Calif.	P	67-55-40	11,200-14,268	Y-13,488-25	1,285	1,178-92	958	200-20	43	64
	F	40-39-65	10,440-13,944	Y-13,176-25	757	719-95	630	76-13	16	22
Needham t, Mass. (7)	P	52-51-40	9,725-10,816	Y-11,216-..	911	824-90	769	41-14	35	52
	F	76-73-42	9,493-10,541	Y-10,941-..	1,136	1,085-96	1,001	62-22	...	51
New Albany, Ind.	P	80-77-40	6,819-6,819	Y-8,046-20	832	704-85	596	90-18	27	101
	F	90-90-54	6,819-6,819	Y-8,046-20	1,038	900-87	721	157-22	36	102
	R	42-31-40	5,428-5,428	None	445	242-54	229	13-...	30	173
New Brunswick, N.J. (7)	P	164-137-40	9,000-12,500	Y-13,438-30	1,967	1,947-99	1,657	237-53	20	...
	F	99-98-42	8,500-11,800	Y-12,685-30	1,216	1,216-100	1,050	131-35	0	...
New London, Conn.	P	91-84-40	9,250-10,405	Y-10,805-20	1,109	984-89	915	26-43	27	98
	F	74-73-42	9,358-10,505	Y-10,905-20	1,040	976-94	923	20-33	14	50
	R	16-11-40	7,342-8,902	Y-9,302-20	140	139-99	131	...-8	0	1
Newark, Calif. (7)	P	42-31-40	11,514-13,608	None	866	733-85	654	41-38	5	128
	F	33-32-56	11,256-13,356	None	578	478-83	421	30-27	77	23
Newark, Ohio (7)	P	71-62-40	8,216-9,152	Y-9,672-20	932	812-87	650	129-33	27	93
	F	62-62-56	8,216-9,152	Y-9,672-20	802	734-92	587	118-29	11	57
Newington t, Conn. (1,7)	P	41-38-40	9,048-11,544	Y-12,544-15	734	644-88	569	46-29	19	71
Newport, Ky.	P	55-45-40	6,675-6,675	Y-7,475-15	685	685-100	455	104-126	0	...
	F	50-47-56	6,675-6,675	Y-7,475-15	578	577-100	424	100-53	1	...
	R	24-18-40	6,150-6,150	Y-6,950-15	203	203-100	152	10-41	0	...
Newport, R.I. (7)	P	90-78-40	7,878-9,148	None	1,483	1,311-88	1,133	178-...	49	123
	F	99-99-42	7,596-8,753	None	1,137	1,042-92	918	124-...	9	86
Newport Beach, Calif.	P	155-129-40	11,539-14,028	None	2,326	2,227-96	1,978	165-84	99	...
	F	90-86-58	9,987-12,144	None	1,355	1,346-99	1,188	104-54	9	...
	R	30-1-44	8,492-9,360	None	461	364-79	324	25-15	97	...
Niles v, Ill. (7)	P	65-53-..	11,232-15,054	Y-15,633-15	1,305	1,169-90	989	141-39	31	105
	F	53-48-..	11,700-14,742	Y-15,309-15	957	894-93	722	137-35	21	42
North Chicago, Ill. (7)	P	30-24-44	10,802-13,117	Y-13,117-20	563	445-79	438	...-7	25	93
	F	17-17-56	10,471-12,787	Y-12,787-20	315	221-70	217	...-4	66	28
North Kingstown t, R.I.	P	35-33-40	7,416-8,969	Y-9,865-20	1,676	420-25	347	56-17	440	816
	F	40-40-40	7,256-8,825	Y-9,707-20	443	443-100	370	57-16	...	...
North Las Vegas, Nev. (7)	P	126-102-40	8,998-12,427	Y-13,669-20	2,071	1,455-70	1,303	109-33	116	510
	F	74-69-56	8,998-12,427	Y-13,669-20	1,166	683-59	601	65-17	207	276
North Miami, Fla. (6,7)	P	81-67-36	10,442-13,333	Y-14,270-19	1,196	1,074-90	948	89-37	72	50
	R	64-44-40	7,030-9,006	Y-9,943-19	771	638-83	535	55-48	45	88
North Miami Beach, Fla.	P	90-76-40	10,008-12,626	Y-14,520-20	1,156	1,027-89	892	83-52	50	79
	F	61-59-56	10,008-12,626	Y-14,520-20	799	774-97	648	95-31	4	21
	R	81-35-40	7,574-8,362	Y-9,460-20	770	549-71	461	26-62	123	98
North Tonawanda, N.Y.	P	53-50-40	9,054-11,020	Y-11,270-10	937	851-91	669	154-28	45	41
	F	62-61-42	9,054-11,020	Y-11,270-10	1,175	883-75	682	170-31	203	89
	R	92-41-40	7,155-8,694	Y-8,944-10	1,491	1,172-79	911	213-48	118	201
Northglenn, Colo. (3)	P	38-31-40	8,620-13,116	None	541	432-80	393	19-20	3	106
	R	9-6-40	7,082-9,290	None	122	76-62	69	3-4	0	46
Norwood t, Mass. (7)	P	49-49-40	8,905-10,802	Y-11,002-05	775	772-100	728	29-15	3	...
	F	55-55-48	8,905-10,802	Y-11,002-05	882	877-99	828	32-17	5	...
	R	...-...-..	...-...	..-...-..	36	36-100	36	...-...	0	...
Norwood, Ohio	P	53-53-40	9,877-11,852	Y-12,102-25	1,080	914-85	691	190-33	1	165

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
25,000 – 49,999 continued										
Norwood, Ohio (cont'd)	F	66-66-56	9,877-11,852	Y-12,102-25	1,536	1,125-73	870	213-42	359	52
	R	46-36-48	8,898-8,898	Y-9,048-20	667	473-71	406	38-29	31	163
Novato, Calif. (3,7)	P	36-30-40	11,856-13,728	None	614	572-93	489	41-42	42	...
Oceanside, Calif.	P	123-99-40	10,140-12,324	None	1,633	1,391-85	1,227	146-18	43	199
	F	71-70-67	10,050-12,504	None	917	852-93	746	93-13	15	50
	R	31-28-48	8,287-10,310	None	597	387-65	344	38-5	48	162
Orem, Utah	P	25-24-40	7,662-9,552	Y-10,316-20	300	273-91	232	40-1	27	0
	F	19-18-56	7,662-9,552	Y-10,316-20	230	191-83	166	25-...	39	0
	R	11-4-40	5,784-7,344	Y-7,932-20	125	90-72	82	8-...	35	0
Ottumwa, Iowa (7)	P	32-32-40	8,580-8,580	Y-...-04	472	431-91	336	71-24	...	41
	F	42-42-56	8,580-8,580	Y-...-04	577	546-95	416	106-24	...	31
Paducah, Ky.	P	67-64-40	6,825-7,500	None	821	667-81	496	133-38	4	150
	F	96-92-56	6,825-7,500	None	1,221	929-76	693	181-55	157	135
	R	41-31-40	5,533-5,886	Y-6,126-20	481	299-62	253	22-24	100	82
Park Forest v, Ill. (7)	P	33-28-40	11,328-13,680	None	641	538-84	457	64-17	37	66
	F	23-23-56	11,124-13,428	None	466	380-82	310	60-10	27	59
Parkersburg t, W. Va.	P	58-52-40	6,775-7,950	Y-8,910-16	617	510-83	477	25-8	28	79
	F	76-75-48	6,775-7,950	Y-8,910-16	743	692-93	588	94-10	7	44
	R	25-23-40	4,680-5,842	Y-6,802-16	353	227-64	192	31-4	19	107
Parma Heights, Ohio	P	33-28-40	9,275-11,194	Y-12,094-30	556	478-86	407	51-20	14	64
	F	17-17-54	9,785-11,995	Y-12,895-30	321	290-90	246	32-12	1	30
	R	13-13-40	7,197-9,214	Y-...-..	203	139-68	120	10-9	22	42
Pekin, Ill.	P	40-34-40	10,100-11,000	Y-11,420-20	569	468-82	410	30-28	8	93
	F	45-42-56	10,140-11,040	Y-12,080-20	645	571-89	485	59-27	8	66
	R	29-27-40	12,459-12,459	None	409	344-84	300	30-14	4	61
Pennsauken tp, N.J. (7)	P	65-55-40	7,750-10,175	Y-...-..	1,296	803-62	690	79-34	0	493
	F	6-6-40	7,750-10,175	Y-...-..	84	84-100	73	6-5	0	0
Petaluma, Calif. (7)	P	43-34-40	9,798-11,916	None	596	508-85	444	53-11	23	65
	F	35-33-67	9,738-11,838	None	535	489-91	430	50-9	8	38
Pocatello, Idaho (7)	P	69-57-40	8,008-9,230	Y-10,156-20	787	639-81	585	19-35	50	98
	F	62-61-56	8,203-9,230	Y-10,156-20	769	691-90	618	31-42	28	50
Pompano 8each, Fla. (7)	P	155-51-40	10,117-13,597	Y-13,847-08	2,059	1,700-83	1,497	183-20	115	244
	F	74-0-56	9,636-12,711	Y-13,187-08	1,010	883-87	774	98-11	45	82
	R	...-...-..	...-...	..-...-..	804	424-53	361	57-6	96	284
Ponca City, Okla.	P	51-48-40	6,750-7,440	Y-7,920-20	496	430-87	382	38-10	21	45
	F	60-60-60	5,100-6,960	Y-7,440-20	484	443-92	431	...-12	7	34
	R	36-19-40	4,800-4,800	Y-6,180-04	381	260-68	240	14-6	54	67
Port Huron, Mich.	P	52-45-40	10,676-12,063	Y-13,269-20	1,049	950-91	787	136-27	5	94
	F	61-60-56	9,867-11,150	Y-12,265-20	1,032	930-90	767	138-25	4	98
	R	10-6-40	8,258-8,258	Y-9,090-20	138	91-66	73	12-6	22	25
Portage, Mich. (7)	P	41-34-40	9,291-11,615	None	517	492-95	465	26-1	25	...
	F	17-17-56	8,740-10,845	None	215	213-99	200	12-1	2	...
Portsmouth, N.H. (7)	P	54-49-40	8,097-9,577	Y-...-05	676	578-86	543	29-6	28	70
	F	43-43-63	7,741-9,147	Y-...-05	501	452-90	417	26-9	11	38
	R	8-5-40	7,321-7,675	Y-...-05	281	139-49	74	53-12	13	129
Portsmouth, Ohio	P	49-46-40	7,584-7,848	Y-8,088-20	582	496-85	416	53-27	31	55
	F	55-55-56	7,692-7,980	None	597	565-95	473	58-34	1	31
	R	21-0-40	6,165-6,911	None	247	174-70	148	14-12	0	73
Pottstown b, Pa. (1)	P	50-41-42	8,388-10,903	Y-11,855-20	648	564-87	528	9-27	26	58
	F	...-...-..	...-...	..-...-..	12	...-0	0	...-...	12	0
	R	7-4-48	7,455-9,433	Y-10,187-20	100	72-72	61	8-3	0	28
Quincy, Ill.	P	66-63-40	7,740-9,225	Y-9,225-15	743	665-90	550	114-1	25	53
	F	67-66-56	7,740-9,243	Y-9,243-15	711	693-97	591	101-1	6	12
	R	20-19-40	6,412-6,412	None	201	144-72	138	6-...	21	36
Rahway, N.J. (7)	P	71-66-40	9,844-11,813	Y-12,994-25	1,119	1,091-97	1,091	...-...	28	...
	F	63-63-42	10,437-11,792	Y-13,207-25	797	788-99	788	...-...	9	...
Rantoul v, Ill. (1,7)	P	24-18-40	8,910-10,476	Y-11,523-25	270	232-86	221	6-5	...	38
Rapid City, S.D.	P	75-69-40	6,744-9,432	None	834	713-85	639	61-13	12	109
	F	76-72-56	6,804-6,940	None	685	639-93	588	34-17	3	43
	R	23-11-40	5,782-5,782	None	331	172-52	152	16-4	135	24
Raytown, Mo. (3,7)	P	46-41-48	7,872-9,408	None	625	510-82	434	64-12	29	86
Redlands, Calif.	P	60-47-40	10,860-12,876	None	953	921-97	808	102-11	32	...
	F	40-37-60	10,596-12,576	None	627	618-99	531	78-9	9	...
	R	33-3-48	7,716-9,156	None	436	341-78	297	36-8	95	...
Renton, Wash. (7)	P	71-55-40	11,034-12,528	Y-13,008-20	1,200	988-82	844	92-52	5	207
	F	53-52-49	11,034-12,528	Y-13,008-20	795	742-93	667	36-39	7	46
Richardson, Tex.	P	77-68-40	8,886-10,068	Y-11,268-25	982	817-83	753	49-15	2	163
	F	80-79-56	8,478-9,564	Y-10,764-25	919	842-92	772	54-16	3	74
	R	53-33-44	5,598-6,024	Y-7,224-25	584	375-64	343	25-7	17	192
Richfield, Minn. (7)	P	47-42-40	10,374-12,194	Y-12,438-05	887	732-83	564	157-11	13	142
	F	29-29-56	9,848-11,717	Y-11,951-05	455	409-90	318	84-7	2	44
Richmond, Ind.	P	82-75-40	7,950-8,400	Y-9,040-24	981	864-88	675	166-23	60	57
	F	76-75-54	7,950-8,385	Y-9,025-24	976	915-94	649	242-24	17	44
	R	66-2-45	...-...	None	1,158	563-49	488	55-20	62	533

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
25,000 – 49,999 continued										
Ridgewood v, N.J.	P	51-46-40	10,573-12,243	Y-13,467-20	832	794-95	675	95-24	12	26
	F	45-44-56	10,573-12,243	Y-13,467-20	705	651-92	573	58-20	6	48
	R	33-22-40	7,174-...	Y-...-20	371	299-81	252	26-21	33	39
Rock Hill, S.C.	P	85-73-40	7,194-9,876	None	946	785-83	669	106-10	45	116
	F	70-70-66	6,852-9,408	None	664	583-88	514	61-8	49	32
	R	63-36-40	4,638-6,684	None	625	414-66	364	43-7	149	62
Rockville, Md.	P	10-9-40	9,536-11,895	Y-13,084-12	121	113-93	96	14-3	6	2
	R	31-27-40	7,270-7,654	Y-8,419-12	579	401-69	354	33-14	0	178
Rome, Ga.	P	74-67-40	7,466-7,909	Y-8,149-20	844	677-80	593	71-13	38	129
	F	85-83-56	7,466-7,909	Y-8,149-20	782	692-88	640	41-11	11	79
	R	65-39-43	5,889-6,652	None	467	394-84	367	22-5	35	38
Rosemead, Calif. (3,4,7)										
Roseville, Minn. (1,7)	P	41-40-40	9,804-12,204	Y-...-..	617	591-96	513	62-16	9	17
Roswell, N.M.	P	79-58-44	6,804-7,636	Y-8,236-25	655	634-97	559	63-12	21	...
	F	57-57-56	6,804-7,572	Y-8,172-25	620	594-96	523	61-10	26	...
	R	58-40-40	5,436-5,928	Y-6,528-25	355	348-98	308	31-9	7	...
St. Charles, Mo. (7)	P	47-38-40	8,731-11,143	None	725	561-77	479	65-17	89	75
	F	32-30-66	8,315-10,612	None	426	313-73	258	46-9	61	52
St. Cloud, Minn.	P	50-47-40	9,192-11,190	Y-11,430-..	707	600-85	580	1-19	82	25
	F	48-47-63	8,354-10,164	Y-10,404-..	568	549-97	529	...-20	3	16
	R	21-0-40	7,384-8,154	Y-8,394-..	280	184-66	161	17-6	52	44
St. Louis Park, Minn. (7)	P	51-45-40	10,741-13,056	Y-15,014-20	931	858-92	681	163-14	25	48
	F	25-25-62	10,281-12,496	Y-14,370-20	437	401-92	319	74-8	25	11
Salina, Kan.	P	68-58-40	6,636-8,028	None	717	593-83	542	42-9	20	104
	F	70-69-56	6,024-7,308	None	651	613-94	507	100-6	5	33
	R	28-17-40	5,436-6,636	None	243	173-71	154	16-3	14	56
San Carlos, Calif. (7)	P	34-30-40	10,806-13,464	None	753	653-87	569	52-32	22	78
	F	32-31-56	10,284-12,816	None	657	593-90	509	52-32	14	50
San Gabriel, Calif. (7)	P	53-46-40	11,112-13,512	None	927	839-91	713	110-16	3	85
	F	34-33-58	10,848-13,176	None	599	561-94	477	74-10	2	36
San Luis Obispo, Calif. (7)	P	50-40-40	10,056-12,144	None	689	606-88	537	61-8	19	64
	F	36-34-64	9,528-11,520	None	554	482-87	428	49-5	41	31
San Rafael, Calif. (7)	P	82-81-56	10,920-13,128	None	1,577	1,361-86	1,167	153-41	12	204
	F	82-73-40	11,220-13,500	None	1,435	1,294-90	1,130	125-39	8	133
Sandusky, Ohio	P	45-36-40	9,504-9,996	Y-10,621-25	770	642-83	490	110-42	19	109
	F	54-54-56	9,504-9,996	Y-10,621-25	850	768-90	595	132-41	4	78
Saratoga, Calif. (2,4,7)										
Saugus t, Mass. (7)	P	39-38-40	9,225-10,725	Y-10,850-25	501	491-98	477	...-14	10	...
	F	52-52-42	8,670-9,608	Y-9,733-25	583	583-100	567	...-16	0	...
Sayreville b, N.J. (1)	P	70-61-40	9,056-11,716	Y-14,266-25	1,147	992-86	883	85-24	46	109
	F	...-...-..	...-...	..-...-..	306	228-75	228	...-...	0	78
	R	28-0-40	8,715-8,715	None	307	290-94	254	27-9	0	17
Seaside, Calif. (7)	P	45-33-40	10,194-12,084	None	581	517-89	475	42-...	16	48
	F	28-27-58	9,480-11,232	None	342	314-92	288	26-...	6	22
Selma, Ala.	P	80-76-40	6,600-7,200	None	425	372-88	351	21-...	53	...
	F	61-61-56	6,114-6,114	None	327	318-97	300	18-...	9	...
	R	75-28-40	4,940-4,940	None	133	97-73	92	5-...	36	...
Shaker Heights, Ohio	P	87-76-40	9,703-11,413	Y-12,037-12	2,723	1,349-50	1,110	137-102	929	445
	F	82-80-56	9,703-11,413	Y-12,037-12	1,661	1,194-72	964	129-101	170	297
	R	24-17-40	9,360-9,568	Y-...-20	582	271-47	222	21-28	0	311
Sheboygan, Wis.	P	103-92-40	9,277-10,213	Y-10,982-17	1,551	1,441-93	1,157	228-56	41	69
	F	93-89-56	9,173-10,109	Y-10,858-17	1,246	1,198-96	1,004	142-52	11	37
	R	76-44-40	7,727-8,070	Y-8,674-15	588	434-74	434	...-...	12	142
Sherman, Tex.	P	50-43-40	6,222-6,780	Y-7,284-25	567	490-86	438	40-12	2	75
	F	55-54-62	6,222-6,780	Y-7,284-25	683	629-92	564	49-16	4	50
	R	44-23-40	4,800-5,316	Y-5,820-20	509	446-88	396	38-12	0	63
South San Francisco, Calif. (7)	P	85-69-40	11,057-13,440	None	1,483	1,299-88	1,104	104-91	8	176
	F	73-72-56	10,945-13,304	None	1,326	1,227-93	1,044	96-87	15	84
Southington t, Conn. (7)	P	44-42-40	8,415-10,685	Y-10,810-07	724	636-88	541	72-23	21	67
	F	18-18-42	9,839-10,943	Y-9,979-10	320	237-74	195	33-9	7	76
	R	1-1-40	9,963-...	Y-...-..	36	20-56	17	3-...	0	16
Spartanburg, S.C.	P	108-83-40	7,788-9,727	Y-9,727-18	967	928-96	793	113-22	39	...
	F	104-104-60	7,442-9,295	Y-9,295-18	904	873-97	760	95-18	31	...
	R	110-67-40	5,158-6,427-	Y-6,427-18	690	682-99	584	66-32	8	...
Springfield, Ore. (7)	P	55-48-40	8,670-10,692	None	670	579-86	510	44-25	27	64
	F	50-46-56	8,256-10,188	None	676	500-74	442	37-21	128	48
State College b, Pa. (1)	P	43-41-40	8,350-10,000	Y-10,360-20	544	464-85	405	38-21	9	71
	R	15-8-40	5,825-7,600	None	256	165-64	141	18-6	22	69
Steubenville, Ohio	P	54-54-40	7,413-9,300	Y-9,550-05	500	500-100	500	...-...	0	0
	F	65-65-54	7,413-9,300	Y-9,550-05	743	643-87	643	...-...	100	0
	R	25-18-48	8,468-8,468	Y-...-05	419	319-76	319	...-...	100	0
Stillwater, Okla.	P	44-38-40	6,048-7,248	None	437	358-82	335	16-7	4	75
	F	36-35-56	6,048-7,248	None	326	292-90	286	...-6	9	25
	R	33-0-40	5,064-6,048	None	311	262-84	230	26-6	10	39

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
25,000 – 49,999 continued										
Stratford t, Conn.	P	112-108-40	8,249-10,635	Y-10,935-15	1,190	1,155-97	1,078	62-15	35	...
	F	99-99-42	8,194-10,564	Y-10,864-15	1,055	1,055-100	992	50-13	...	...
	R	56-38-40	5,898-7,701	Y-8,001-15	477	434-91	372	50-12	43	...
Teaneck tp, N.J. (7)	P	97-87-39	10,717-13,335	Y-14,668-25	1,805	1,605-89	1,403	170-32	34	166
	F	112-110-42	9,458-11,750	Y-12,925-25	1,767	1,609-91	1,399	177-33	7	151
Temple, Tex. (7)	P	65-56-40	7,297-7,297	Y-8,347-25	669	547-82	491	46-10	39	83
	F	65-60-56	6,637-6,637	Y-7,687-25	592	480-81	429	41-10	62	50
	R	59-39-44	5,102-5,102	Y-6,002-25	450	322-72	276	35-11	84	44
Temple City, Calif. (3,4,7)										
Texas City, Tex.	P	41-41-40	8,340-8,916	Y-9,348-25	576	550-95	459	90-1	26	...
	F	39-39-56	8,340-8,916	Y-9,156-25	452	445-98	407	37-1	7	...
	R	46-32-40	6,377-7,413	None	456	425-93	357	67-1	31	...
Thousand Oaks, Calif. (3,4,7)										
Titusville, Fla.	P	59-48-40	8,270-11,190	Y-11,773-07	652	493-76	493	...-...	51	108
	F	44-42-60	7,776-10,171	Y-10,670-07	437	380-87	380	...-...	3	54
	R	27-14-40	5,803-7,592	Y-7,966-07	393	197-50	197	...-...	63	133
Torrington, Conn. (7)	P	62-61-40	9,089-9,760	..-...-..	745	732-98	670	53-9	13	...
	F	68-68-42	8,413-9,408	..-...-..	722	718-99	656	53-9	4	...
Troy, Mich. (1,7)	P	79-72-40	10,500-14,850	Y-16,038-20	1,587	1,322-83	1,153	109-60	30	235
Trumbull t, Conn. (1,7)	P	65-58-38	8,450-10,750	Y-11,735-04	802	711-89	576	108-27	37	54
University City, Mo.	P	94-81-40	8,556-10,404	Y-10,924-10	1,229	1,026-83	894	96-36	17	186
	F	48-47-60	8,136-9,925	Y-10,420-10	611	546-89	490	44-12	9	56
	R	23-6-40	6,360-7,740	None	547	361-66	314	37-10	2	184
Upland, Calif.	P	64-46-40	10,530-12,900	Y-13,200-04	859	771-90	661	69-41	12	76
	F	24-23-59	10,788-12,588	Y-12,888-04	430	371-86	317	35-19	8	51
	R	21-15-40	7,770-9,300	Y-9,600-04	331	174-53	151	15-8	0	157
Upper Arlington, Ohio	P	43-38-40	8,986-11,378	None	678	583-86	501	61-21	65	30
	F	58-57-56	8,986-11,378	None	841	779-93	654	96-29	22	40
	R	29-2-40	6,344-8,486	None	450	339-75	298	27-14	40	71
Urbana, Ill. (7)	P	41-33-40	8,845-9,891	Y-12,848-30	603	577-96	577	...-...	26	...
	F	45-44-56	8,845-9,891	Y-12,848-30	597	510-85	510	...-...	87	...
Vancouver, Wash. (7)	P	78-67-50	9,337-11,348	None	1,363	995-73	899	57-39	29	339
	F	82-76-56	9,337-11,348	None	1,215	1,099-90	995	61-43	31	85
Victoria, Tex.	P	63-51-40	7,200-9,480	Y-...-01	623	541-87	461	68-12	19	63
	F	81-77-40	5,556-8,220	Y-...-01	635	595-94	506	74-15	10	30
	R	44-26-40	4,236-6,000	Y-...-01	335	254-76	212	30-12	34	47
Villa Park v, Ill. (1,7)	P	45-35-..	10,350-15,000	None	574	529-92	464	55-10	6	39
	F	5-5-80	10,000-15,000	None	244	169-69	134	9-26	35	40
Visalia, Calif.	P	51-35-40	9,600-11,988	None	765	628-82	509	81-38	49	88
	F	36-33-62	8,382-11,412	None	530	450-85	369	56-25	46	34
	R	18-15-48	7,320-9,132	None	565	169-30	140	20-9	248	148
Walnut Creek, Calif. (3,7)	P	81-61-40	11,880-14,076	None	1,500	1,306-87	1,122	158-26	102	92
Warminster tp, Pa. (7)	P	42-34-42	10,900-11,500	Y-12,300-..	631	567-90	567	...-...	64	...
Warner Robins, Ga.	P	63-56-40	7,571-9,464	Y-10,441-12	505	458-91	458	...-...	47	...
	F	37-36-72	7,207-9,006	Y-9,942-12	298	285-96	285	...-...	13	...
	R	78-54-40	5,647-6,697	Y-7,384-12	437	371-85	371	...-...	66	...
Watertown, N.Y.	P	67-64-40	7,978-10,148	None	1,048	966-92	702	230-34	12	70
	F	95-94-40	7,978-10,148	None	1,388	1,306-94	935	323-48	9	73
	R	28-15-40	5,516-7,013	None	397	298-75	216	62-20	...	99
Waukesha, Wis. (7)	P	85-81-40	9,159-11,690	Y-12,172-20	1,256	1,171-93	924	187-60	30	55
	F	63-63-56	9,460-11,296	Y-11,776-20	889	851-96	711	90-50	9	29
Wausau, Wis.	P	58-56-40	8,569-9,989	Y-10,229-20	751	676-90	586	66-24	3	72
	F	60-60-56	8,388-9,969	Y-10,209-20	697	662-95	593	41-28	5	30
	R	24-9-40	6,770-7,738	Y-7,966-20	304	194-64	160	21-13	0	110
Wayne tp, N.J. (1,7)	P	110-103-40	9,781-12,360	Y-13,596-20	1,762	1,679-95	1,506	143-30	5	78
Webster Groves, Mo. (7)	P	45-41-40	8,388-10,212	Y-10,332-20	683	572-84	499	60-13	38	73
	F	33-33-63	8,388-10,212	Y-10,332-20	457	395-86	345	41-9	19	43
Weirton, W. Va.	P	40-35-40	8,704-9,574	Y-10,624-25	505	437-87	397	24-16	9	59
	F	15-15-56	8,645-9,484	Y-10,534-25	214	168-79	139	22-7	7	39
	R	17-17-40	8,070-8,590	Y-9,190-25	282	168-60	139	22-7	41	73
Wellesley t, Mass. (7)	P	50-48-40	8,508-10,650	None	618	565-91	565	...-...	17	36
	F	71-69-42	8,363-10,447	None	900	864-96	864	...-...	3	33
West Memphis, Ark.	P	46-46-40	6,000-6,000	Y-6,500-02	385	372-97	359	6-7	13	0
	F	47-47-40	6,000-6,000	Y-6,500-02	431	359-83	334	18-7	72	0
	R	39-0-40	4,200-4,200	Y-4,700-02	237	211-89	198	10-3	26	0
Westfield t, N.J. (7)	P	56-50-40	10,050-12,950	Y-13,986-25	1,032	948-92	819	106-23	...	84
	F	43-41-42	9,600-11,750	Y-12,690-25	814	621-76	520	83-18	...	193
Westport t, Conn. (7)	P	56-56-38	8,703-10,852	None	1,355	1,216-90	912	270-34	38	101
	F	47-47-42	8,571-10,331	None	1,131	886-78	665	200-21	15	230
Wheaton, Ill. (7)	P	60-43-40	10,170-12,888	None	1,425	697-49	609	50-38	17	711
	F	8-8-56	9,970-12,475	None	299	126-42	120	1-5	14	159
Willingboro tp, N.J. (1,7)	P	54-48-40	9,353-12,530	Y-15,230-20	987	787-80	725	62-...	100	100
	F	...-...-..	...-...	..-...-..	60	...-0	0	...-...	60	0
Wilmette v, Ill. (7)	P	49-38-40	11,195-13,137	Y-15,080-20	894	815-91	665	126-24	30	49

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Depart-ment	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
25,000 – 49,999 continued										
Wilmette v, Ill. (cont'd)	F	41-41-55	10,686-12,558	Y-14,400-20	756	725-96	548	158-19	7	24
Wilmington, N.C.	P	119-88-44	7,969-9,932	Y-10,056-30	1,250	1,038-83	844	186-8	46	166
	F	130-120-56	7,228-9,022	Y-9,135-30	1,378	1,227-89	1,062	154-11	14	137
	R	71-42-40	4,862-5,798	Y-5,870-30	725	412-57	376	30-6	36	277
Wilson, N.C.	P	73-70-40	6,721-8,788	None	962	670-70	590	63-17	228	64
	F	70-70-60	6,396-8,372	None	661	571-86	500	54-17	60	30
	R	66-46-40	4,342-5,668	None	564	379-67	327	35-17	128	57
Winona, Minn. (7)	P	42-37-40	8,676-10,296	Y-10,476-05	567	490-86	394	83-13	16	61
	F	44-44-56	8,514-10,104	Y-10,281-05	597	547-92	448	85-14	0	50
Wyandotte, Mich. (7)	P	65-59-40	11,939-13,478	Y-...-25	1,327	1,227-92	1,017	165-45	51	49
	F	50-50-56	11,648-13,307	Y-...-25	972	937-96	780	122-35	10	25
	R	20-16-40	9,006-9,006	Y-...-25	624	361-58	294	52-15	33	230
Xenia, Ohio	P	46-37-40	8,902-10,816	Y-11,116-25	656	550-84	457	73-20	29	77
	F	38-37-56	8,902-10,816	Y-11,116-25	502	447-89	368	62-17	29	26
	R	28-16-40	6,635-8,049	Y-8,349-..	429	335-78	294	28-13	54	40
Yakima, Wash. (7)	P	116-96-40	9,090-11,364	Y-11,664-20	1,704	1,284-75	1,205	76-3	61	359
	F	91-83-56	8,946-11,496	Y-11,796-20	2,013	1,103-55	1,035	65-3	798	112
	R	19-11-40	7,506-8,916	Y-9,216-20	409	271-66	240	29-2	0	138
Ypsilanti, Mich. (7)	P	74-48-40	9,407-13,500	Y-15,000-15	1,099	961-87	791	127-43	9	129
	F	34-33-56	10,917-12,765	Y-14,680-12	645	529-82	428	79-22	36	80
Yuma, Ariz.	P	72-57-40	8,790-11,112	Y-11,778-20	837	708-85	564	135-9	23	106
	F	59-55-67	8,370-10,584	Y-11,219-20	607	542-89	446	90-6	8	57
	R	34-18-40	5,502-6,948	Y-7,365-20	410	249-61	223	22-4	5	156
Zanesville, Ohio	P	49-38-40	8,756-...	None	579	471-81	407	46-18	20	88
	F	46-46-56	8,756-...	None	582	492-85	414	55-23	63	27
	R	28-22-40	6,656-...	None	252	206-82	181	17-8	0	46
10,000 – 24,999										
Aberdeen, Wash. (7)	P	39-32-40	9,780-12,900	None	660	579-88	467	94-18	81	0
	F	47-47-51	9,780-12,900	None	582	510-88	346	143-21	72	0
Ada, Okla. (7)	P	30-28-40	5,724-6,312	Y-6,912-11	255	221-87	187	20-14	9	25
	F	27-27-60	5,724-6,132	Y-6,912-11	204	185-91	173	...-12	5	14
	R	22-10-40	4,932-4,932	None	167	137-82	113	13-11	14	16
Addison v, Ill. (3,7)	P	41-35-40	11,005-13,582	Y-...-..	693	541-78	504	25-12	35	117
Adrian, Mich.	P	37-31-40	10,322-11,492	Y-12,641-20	453	419-92	363	32-24	13	21
	F	28-28-56	9,711-10,972	Y-12,069-20	359	332-92	287	24-21	4	23
	R	8-1-40	8,978-9,485	None	225	112-50	99	9-4	0	113
Albemarle t, N.C.	P	29-29-42	6,630-7,982	Y-8,381-20	299	250-84	226	21-3	16	33
	F	21-21-76	6,630-7,982	Y-8,381-20	205	169-82	157	9-3	16	20
	R	42-36-40	4,240-4,784	Y-5,023-20	273	202-74	188	11-3	44	27
Albert Lea, Minn. (7)	P	37-27-40	10,062-10,478	None	404	346-86	329	11-6	6	52
	F	24-24-56	10,010-10,426	Y-10,946-25	300	265-88	259	1-5	1	34
	R	2-0-..	...-...	..-...-..	63	24-38	22	2-...	...	39
Alice, Tex.	P	31-27-40	6,168-6,792	Y-8,292-25	276	220-80	193	21-6	6	50
	F	17-17-72	5,448-6,012	Y-7,212-25	132	123-93	111	9-3	1	8
	R	30-19-40	3,672-3,852	Y-4,752-25	163	134-82	116	12-6	9	20
Allouez t, Wis. (4,7)	F	13-12-56	8,040-9,300	None	...	...-..	...	...-...	...	...
Alpena, Mich. (7)	P	21-21-40	9,194-9,734	Y-10,123-15	336	308-92	260	34-14	12	16
	F	23-23-56	9,024-9,654	Y-10,040-15	331	316-95	263	37-16	0	15
Alsip v, Ill. (7)	P	30-30-40	10,827-11,043	Y-12,147-10	299	254-85	243	...-11	45	...
	F	...-...-..	...-...	..-...-..	114	88-77	88	...-...	26	...
Alvin, Tex.	P	17-12-40	9,000-9,000	Y-10,500-25	160	153-96	140	10-3	7	0
	F	1-1-40	6,800-6,800	Y-7,850-25	12	11-92	9	2-...	1	0
	R	11-11-40	5,500-5,500	Y-6,550-25	104	88-85	80	6-2	16	0
Amesbury t, Mass. (7)	P	21-21-40	8,281-9,508	Y-9,745-10	291	257-88	248	5-4	10	24
	F	19-19-48	7,687-8,967	Y-9,192-10	305	236-77	204	28-4	40	29
	R	...-...-..	...-...	..-...-..	71	...-0	...	...-...	...	71
Andalusia, Ala.	P	21-18-40	4,600-5,720	None	163	120-74	120	...-...	21	22
	F	11-11-72	4,200-4,680	None	66	56-85	56	...-...	0	10
	R	23-13-43	3,750-3,870	None	123	66-54	66	...-...	30	27
Andover t, Mass. (7)	P	43-40-40	9,033-10,503	Y-10,803-17	680	603-89	593	...-10	13	64
	F	58-58-42	8,758-10,233	Y-10,533-15	774	738-95	725	...-13	3	33
Anoka, Minn. (7)	P	22-18-40	11,004-12,204	None	397	342-86	266	65-11	14	41
	F	3-3-56	10,584-11,784	None	72	63-88	58	4-1	4	5
Ansonia, Conn. (1,7)	P	37-36-40	9,464-9,464	None	535	451-84	404	1-46	24	60
	F	...-...-..	...-...	..-...-..	117	14-12	11	...-3	78	25
	R	18-2-40	7,778-8,627	None	227	170-75	121	24-25	15	42
Ardmore, Okla.	P	40-35-48	5,931-6,171	Y-...-..	261	261-100	240	15-6	...	...
	F	42-42-56	5,635-5,919	Y-...-..	248	248-100	236	5-7	...	...
	R	41-38-40	4,999-5,262	None	219	219-100	187	26-6	...	...
Arkansas City, Kan.	P	27-24-44	6,760-7,410	None	269	211-78	190	15-6	11	47
	F	19-19-63	6,760-7,280	None	193	178-92	141	31-6	9	6
	R	19-0-40	6,734-6,890	None	167	122-73	108	13-1	4	41
Artesia, Calif. (3,4,7)										

Table 1/21 continued

POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Asbury Park, N.J.	P	74-72-40	9,000-10,000	Y-11,000-20	930	930-100	838	61-31	...	...
	F	45-41-48	9,000-10,000	Y-11,000-20	537	537-100	486	34-17	...	...
	R	21-14-40	7,426-7,426	Y-8,200-20	221	221-100	189	21-11	...	...
Asheboro, N.C.	P	39-36-44	6,000-7,560	Y-8,316-20	358	301-84	268	30-3	21	36
	F	29-26-72	5,760-7,200	Y-7,920-20	250	211-84	188	21-2	4	35
	R	18-8-44	5,040-6,300	Y-6,930-20	217	125-58	111	12-2	45	47
Ashland, Ohio	P	27-24-40	8,810-8,810	Y-10,310-15	390	336-86	288	40-8	13	41
	F	24-22-56	8,810-8,810	Y-10,310-15	375	307-82	256	43-8	28	40
	R	18-12-48	7,590-7,590	Y-10,310-15	242	161-67	145	12-4	1	80
Ashland, Ore. (7)	P	24-20-40	7,872-9,576	None	278	264-95	219	27-18	14	...
	F	21-21-56	7,500-9,132	None	286	259-91	215	25-19	27	...
Ashtabula, Ohio	P	38-32-40	8,495-9,177	None	579	502-87	397	83-22	23	54
	F	39-38-56	8,495-9,177	None	533	509-95	389	98-22	2	22
	R	30-26-40	8,176-8,176	None	355	229-65	201	16-12	9	117
Astoria, Ore. (7)	P	24-16-40	8,196-9,420	Y-9,830-20	272	244-90	216	18-10	5	23
	F	23-23-56	7,800-8,964	Y-9,354-20	278	259-93	225	23-11	4	15
	R	2-0-40	6,888-7,920	Y-8,264-20	213	17-8	14	2-1	15	181
Atchison, Kan.	P	25-17-44	6,180-9,108	Y-...-..	224	192-86	145	41-6	2	30
	F	21-21-72	6,180-8,256	Y-...-..	185	168-91	134	27-7	1	16
	R	7-4-40	4,764-6,480	Y-...-..	54	46-85	40	4-2	0	8
Athens, Tenn.	P	33-33-40	5,969-7,254	Y-7,798-15	226	206-91	190	11-5	20	...
	F	10-10-84	5,969-7,254	Y-7,798-15	86	77-90	70	4-3	9	...
	R	12-12-40	4,040-4,909	Y-5,277-15	86	50-58	45	3-2	36	...
Atwater, Calif. (1)	P	17-12-40	9,084-12,192	None	262	230-88	195	35-...	7	25
	F	1-1-40	10,020-13,440	None	62	18-29	15	3-...	38	6
	R	11-8-40	6,780-9,084	None	199	126-63	105	21-...	39	34
Avon Lake, Ohio (7)	P	21-21-40	8,702-11,573	None	517	298-58	243	36-19	175	44
	F	20-20-56	8,411-11,102	None	305	240-79	197	25-18	40	25
	R	2-2-40	7,543-9,734	None	237	93-39	81	7-5	90	54
Balch Springs, Tex.	P	14-9-40	7,200-7,400	Y-...-..	161	109-68	105	2-2	17	35
	F	6-6-40	7,200-7,400	Y-...-..	53	39-74	37	1-1	14	...
	R	9-6-44	5,430-5,550	None	154	69-45	66	1-2	20	65
Banning, Calif.	P	25-22-42	9,348-...	None	351	331-94	280	51-...	20	...
	F	10-9-56	8,904-...	None	137	131-96	111	20-...	6	...
	R	7-0-40	6,720-...	None	65	65-100	57	8-...	...	...
Barstow, Calif. (3,7)	P	24-16-40	9,396-11,268	None	469	426-91	376	48-2	0	43
Batavia, N.Y. (7)	P	40-36-40	8,350-9,902	Y-10,302-20	558	530-95	417	100-13	14	14
	F	41-41-40	9,142-10,472	Y-10,872-20	617	512-83	399	99-14	89	16
Bay City, Tex.										
Bay Village, Ohio (7)	P	21-21-40	8,788-11,139	Y-11,696-25	334	304-91	257	32-15	0	30
	F	20-20-56	8,788-11,139	Y-11,696-25	400	275-69	230	30-15	102	23
	R	2-0-44	6,864-9,175	Y-9,550-25	246	38-15	32	3-3	40	168
Beatrice, Neb. (7)	P	27-21-40	7,284-6,996	Y-8,282-01	369	366-99	197	156-13	3	...
	F	18-18-40	6,996-6,996	Y-7,886-01	161	151-94	151	...-...	10	...
Bedford t, Mass. (7)	P	28-28-38	9,707-...	Y-...-..	475	370-78	353	17-...	105	...
	F	20-20-42	9,432-...	Y-...-..	276	276-100	263	13-...	0	...
Bedford, Ohio (7)	P	29-25-40	9,926-11,760	Y-12,113-05	544	466-86	397	53-16	14	64
	F	18-18-56	9,586-11,521	Y-11,867-05	269	237-88	205	21-11	8	24
	R	3-3-40	8,100-9,300	Y-9,579-10	181	40-22	34	3-3	0	141
Bedford, Tex. (1,7)	P	22-16-40	8,003-...	Y-...-..	193	159-82	146	9-4	16	18
	F	1-1-40	...-...	Y-...-..	25	...-0	0	...-...	10	15
Bellaire, Tex.	P	28-23-40	9,048-9,048	Y-10,098-25	372	301-81	269	30-2	28	43
	F	20-20-72	8,976-8,976	Y-10,026-25	226	195-86	174	19-2	10	21
	R	14-7-40	4,784-4,784	Y-5,304-25	123	25-20	12	12-1	1	97
Belle Glade, Fla.	P	39-34-40	8,548-11,128	None	561	496-88	456	27-13	16	49
	F	11-11-56	6,865-9,068	None	144	103-72	94	6-3	30	11
	R	24-17-48	6,040-7,862	None	246	158-64	139	8-11	30	58
Bellevue, Neb. (1,7)	P	28-24-40	7,500-8,952	None	403	310-77	272	31-7	15	78
	F	...-...-..	...-...	..-...-..	178	2-1	0	...-2	0	176
	R	...-...-..	...-...	..-...-..	219	...-0	0	...-...	0	219
Belmont, Calif. (3,7)	P	35-27-40	10,824-13,128	None	472	455-96	455	...-...	17	...
Bemidji, Minn.	P	26-24-40	9,156-10,500	None	298	289-97	223	22-44	9	...
	F	5-5-48	8,832-8,832	None	75	57-76	42	5-10	18	...
	R	10-10-40	8,652-8,652	None	108	101-94	65	12-24	7	...
Bend, Ore. (7)	P	28-28-40	8,340-10,236	None	348	288-83	242	31-15	18	42
	F	27-27-56	7,890-9,672	None	302	274-91	228	29-17	6	22
Bensenville v, Ill. (1)	P	30-22-40	11,400-14,700	None	...	...-..	...	...-...	...	...
	F	26-26-48	10,000-...	None	100	95-95	95	...-...	5	...
Benton, Ark. (7)	P	17-17-56	5,700-5,700	Y-5,985-05	233	145-62	133	9-3	17	71
	F	26-26-52	4,800-4,800	Y-5,400-05	176	153-87	149	...-4	5	18
Berea, Ohio	P	32-27-40	8,764-10,888	Y-11,688-24	470	431-92	362	54-15	5	34
	F	19-19-56	8,764-10,888	Y-11,688-24	251	224-89	188	28-8	1	26
	R	15-0-44	7,024-8,603	Y-9,403-24	238	145-61	127	12-6	32	61
Berkeley, Mo. (7)	P	38-34-40	9,396-11,688	Y-11,688-15	533	458-86	395	49-14	20	55

Table 1/21 continued — POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Berkeley, Mo. (cont'd)	F	27-27-67	9,612-11,460	Y-11,460-15	341	313-92	269	36-8	6	22
Berlin t, Conn. (1,7)	P	31-28-40	8,573-9,747	Y-9,847-05	401	358-89	322	22-14	22	21
	F	...-...-..	...-...	..-...-..	81	...-0	. . .	...-...	59	22
Berlin, N.H.	P	31-29-40	8,546-9,056	None	325	293-90	270	14-9	8	24
	F	27-26-56	7,358-7,852	Y-7,982-..	280	257-92	235	15-7	2	21
	R	10-6-40	6,760-6,760	None	105	103-98	91	9-3	0	2
Bethany, Okla.	P	26-26-40	7,584-9,276	Y-10,476-25	268	238-89	206	22-10	16	14
	F	25-25-56	7,584-9,276	Y-10,476-25	290	226-78	218	...-8	50	14
	R	24-15-40	5,544-6,552	Y-7,752-25	215	179-83	149	17-13	22	14
Bettendorf, Iowa (1)	P	29-22-40	8,400-10,433	None	408	299-73	299	...-...	24	85
	F	...-...-..	...-...	..-...-..	16	...-0	. . .	...-...	. . .	16
	R	13-8-45	8,120-10,284	None	166	108-65	108	...-...	. . .	58
Bexley, Ohio (2)	P	24-24-40	8,600-11,300	..-...-..	408	300-74	266	22-12	30	78
	R	10-6-40	6,900-7,500	Y-7,800-20	153	112-73	100	8-4	17	24
Big Rapids, Mich.	P	17-12-42	7,740-9,225	Y-9,501-10	166	143-86	130	13-...	. . .	23
	F	10-10-56	7,740-9,225	Y-9,501-10	129	100-78	89	11-...	. . .	29
	R	6-0-42	7,010-7,775	Y-8,008-10	71	57-80	50	7-...	. . .	14
Blaine, Minn. (2)	P	24-22-40	11,454-13,068	Y-13,308-15	426	345-81	301	35-9	6	75
	R	10-10-40	10,968-10,968	None	189	120-63	106	11-3	. . .	69
Bloomfield t, Conn. (1,7)	P	42-42-40	9,200-12,000	None	993	585-59	539	26-20	245	163
Bloomsburg t, Pa. (1)	P	11-9-40	7,000-8,600	Y-11,600-..	170	143-84	120	21-2	2	25
Bogalusa, La.	P	43-35-40	5,637-6,598	None	391	338-86	336	...-2	8	45
	F	41-41-48	5,406-6,385	None	322	309-96	307	...-2	2	11
	R	104-104-40	4,320-7,259	None	786	341-43	267	68-6	7	438
Bolingbrook v, Ill. (7)	P	27-19-40	10,824-13,164	Y-11,376-01	320	242-76	217	12-13	35	43
	F	8-7-40	10,824-13,164	Y-11,376-01	77	44-57	43	...-1	10	23
Boone, Iowa (7)	P	16-16-40	7,980-10,056	Y-10,776-20	236	210-89	182	26-2	1	25
	F	17-17-56	7,980-10,056	Y-10,776-20	222	208-94	171	35-2	1	13
Bowling Green, Ohio	P	33-22-40	7,811-14,004	Y-14,704-14	485	360-74	311	34-15	31	94
	F	22-13-56	7,811-14,004	Y-14,704-14	903	300-33	238	32-30	43	560
	R	6-6-40	6,275-7,738	Y-8,124-14	132	78-59	68	6-4	12	42
Bozeman, Mont. (7)	P	21-19-40	7,230-8,040	Y-9,480-20	305	243-80	221	20-2	5	57
	F	17-17-48	7,230-8,040	Y-9,480-20	214	179-84	164	13-2	9	26
	R	8-4-40	8,268-8,632	Y-8,932-25	150	94-63	82	10-2	7	49
Bradenton, Fla.	P	48-39-40	7,700-8,840	Y-...-05	147	131-89	102	23-6	6	10
	F	40-40-40	7,332-8,112	Y-...-05	97	93-96	73	14-6	3	1
	R	64-27-40	6,000-6,656	Y-...-05	108	101-94	92	5-4	. . .	7
Brainerd, Minn. (7)	P	21-18-40	9,342-10,127	None	318	272-86	217	45-10	7	39
	F	7-7-40	9,342-10,127	None	106	106-100	103	3-...	. . .	. . .
Brattleboro t, Vt. (7)	P	27-26-40	7,085-8,398	None	303	254-84	233	15-6	9	40
	F	20-19-56	7,085-8,398	None	274	203-74	187	11-5	19	52
	R	...-...-..	...-...	..-...-..	. . .	...-..	0	...-...	0	0
Brawley, Calif.	P	31-25-40	8,436-9,780	Y-10,200-35	366	354-97	307	47-...	12	. . .
	F	18-18-63	7,776-9,456	Y-9,876-35	258	255-99	216	39-...	3	. . .
	R	11-7-40	6,396-7,776	Y-8,196-35	149	103-69	103	...-...	46	. . .
Brea, Calif. (7)	P	38-28-40	11,132-13,880	None	713	655-92	562	46-47	28	30
	F	26-24-60	10,349-12,891	None	475	445-94	381	33-31	5	25
Brentwood, Mo. (7)	P	22-17-48	8,408-8,500	Y-9,460-..	367	308-84	269	20-19	18	41
	F	15-15-..	8,408-8,500	Y-9,460-..	184	169-92	148	10-11	4	11
Bridgeton, Mo. (3,7)	P	52-44-40	8,798-10,670	None	755	563-75	500	63-...	36	156
Broadview Heights, Ohio (1,7)	P	13-12-40	9,100-10,700	Y-...-..	208	162-78	139	17-6	17	29
Brookings, S.D. (1,7)	P	24-21-40	7,125-8,457	Y-9,177-..	287	247-86	219	22-6	5	35
	R	5-5-40	5,838-6,864	Y-7,584-..	94	58-62	53	4-1	24	12
Brown Deer v, Wis. (7)	P	24-19-40	10,788-12,048	None	383	346-90	278	53-15	13	24
	F	10-10-56	10,340-11,800	None	221	153-69	124	23-6	3	65
Brownwood, Tex.	P	28-24-40	5,775-6,447	Y-7,497-25	233	185-79	168	13-4	11	37
	F	27-27-72	5,544-5,970	Y-7,020-25	194	172-89	156	12-4	1	21
	R	31-31-40	4,560-4,620	Y-4,920-25	216	164-76	149	11-4	27	25
Brunswick, Ga.	P	60-59-40	6,396-6,396	None	597	597-100	589	...-8	. . .	. . .
	F	33-33-78	6,117-6,117	None	269	269-100	265	...-4	. . .	. . .
	R	39-22-40	4,937-4,937	None	381	381-100	369	...-12	. . .	. . .
Brunswick t, Me.	P	28-25-40	6,263-7,629	None	343	290-85	241	39-10	12	41
	F	20-19-56	6,292-7,665	None	219	197-90	179	12-6	7	15
	R	8-4-40	4,971-6,074	None	91	68-75	59	7-2	0	23
Bucyrus, Ohio	P	25-20-40	8,436-8,820	Y-9,780-24	253	231-91	231	...-...	7	15
	F	16-16-56	8,190-8,544	Y-9,504-24	163	152-93	152	...-...	3	8
	R	13-10-40	6,612-8,412	Y-9,372-24	138	126-91	126	...-...	0	12
Buffalo Grove v, Ill. (1,7)	P	27-19-80	9,900-13,620	None	362	312-86	303	...-9	12	38
Burlington t, Mass. (7)	P	48-45-38	8,930-10,618	Y-12,210-25	836	744-89	730	...-14	26	66
	F	49-49-42	8,930-10,618	Y-12,210-25	687	646-94	632	...-14	10	31
Burlington, N.J. (1)	P	29-27-40	10,766-11,366	Y-...-30	493	442-90	379	49-14	0	51
	F	...-...-..	...-...	..-...-..	146	...-0	. . .	...-...	115	31
	R	6-6-..	7,794-8,240	None	64	57-89	47	6-4	0	7
Burnsville v, Minn. (5,7)	P	28-25-40	10,200-15,192	None	523	499-95	442	42-15	24	. . .

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Butler, Pa. (7)	P	29-26-40	8,897-8,897	Y-9,897-25	556	492-88	422	50-20	12	52
	F	31-31-42	8,763-8,763	Y-9,763-25	488	400-82	328	50-22	55	33
Caldwell, Idaho (7)	P	31-31-44	6,804-7,512	None	267	259-97	229	24-6	8	...
	F	32-32-56	6,012-6,804	None	220	218-99	202	10-6	2	...
Calumet Park v, Ill. (1)	P	19-19-40	9,420-11,220	None	251	204-81	191	5-8	28	19
	F	...-...-..	...-...	..-...-..	31	9-29	9	...-...	18	4
	R	3-3-40	8,833-8,833	None	56	34-61	32	...-2	4	18
Camarillo, Calif. (3,4,7)										
Cambridge, Ohio (7)	P	29-29-40	8,008-8,736	None	349	341-98	291	50-...	8	...
	F	18-18-63	7,670-8,268	None	346	190-55	154	36-...	156	...
Camden, Ark.	P	24-18-40	6,600-7,320	Y-7,620-20	224	190-85	178	2-10	16	18
	F	23-23-56	6,240-6,960	Y-7,260-20	192	182-95	174	...-8	1	9
	R	14-9-40	4,992-5,200	Y-5,512-15	150	77-51	67	4-6	53	20
Campbell, Calif. (7)	P	42-32-40	11,136-13,596	None	779	590-76	520	45-25	86	103
	F	29-2-56	10,740-13,092	None	521	443-85	389	34-20	21	57
Campbell, Ohio (7)	P	19-19-40	9,500-9,500	Y-9,800-25	292	254-87	212	28-14	10	28
	F	13-13-40	9,500-9,500	Y-9,800-25	183	178-97	149	20-9	0	5
	R	...-...-..	...-...	..-...-..	56	56-100	0	56-...	0	0
Canandaigua, N.Y.	P	22-22-40	8,883-10,719	None	311	282-91	224	49-9	7	22
	F	14-14-40	8,505-10,068	None	201	171-85	135	30-6	8	22
	R	6-3-40	6,822-7,051	Y-7,451-20	192	156-81	115	25-16	5	31
Canonsburg b, Pa. (1,7)	P	20-20-42	8,700-8,700	Y-...-..	522	253-48	236	9-8	8	261
Caribou, Me.	P	16-16-43	8,958-10,504	None	135	130-96	130	...-...	5	0
	F	18-18-60	7,332-10,504	None	136	136-100	136	...-...	0	0
Carlisle b, Pa. (1)	P	26-24-40	7,000-8,500	None	295	213-72	213	...-...	12	70
	R	5-3-48	7,238-7,962	None	476	57-12	55	2-...	349	70
Carnegie b, Pa. (7)	P	11-11-40	9,107-9,807	None	114	107-94	97	1-9	7	0
	F	10-10-..	8,642-9,766	None	109	109-100	100	...-9	0	0
Carrollton, Ga.	P	37-37-42	6,330-6,900	Y-7,590-10	322	243-75	215	21-7	32	47
	F	9-9-84	6,012-6,583	Y-6,658-10	89	82-92	75	4-3	2	5
	R	17-12-42	4,680-5,132	None	163	103-63	94	6-3	30	30
Carrollton, Tex.	P	34-30-40	9,672-9,672	Y-...-30	396	320-81	290	25-5	26	50
	F	35-35-56	9,216-9,216	Y-...-30	293	268-91	243	21-4	1	24
	R	23-22-40	6,384-6,384	Y-...-30	325	144-44	131	11-2	47	134
Carson City, Nev. (7)	P	44-36-40	8,670-10,284	None	525	418-80	382	27-9	21	86
	F	31-30-56	8,052-9,792	None	362	296-82	269	19-8	18	48
Carteret b, N.J.	P	47-47-40	9,260-11,156	Y-11,547-20	599	599-100	497	75-27	...	...
	F	20-20-42	9,260-11,156	Y-11,547-20	219	219-100	208	...-11	...	...
	R	19-0-40	8,237-...	Y-8,525-20	135	135-100	120	7-8	...	...
Carthage, Mo.	P	19-16-48	5,527-6,741	Y-...-..	160	153-96	130	16-7	7	...
	F	22-22-56	5,527-6,741	None	213	203-95	174	20-9	4	6
	R	2-0-48	...-6,156	None	23	1-4	...	...-1	22	...
Casa Grande, Ariz.	P	32-25-40	7,698-10,848	None	429	332-77	277	51-4	...	97
	F	12-12-84	7,698-10,848	None	211	134-64	115	17-2	...	77
	R	17-0-40	5,622-7,188	None	187	118-63	108	7-3	...	69
Castle Shannon b, Pa. (1,7)	P	9-9-40	9,965-11,000	Y-10,300-05	151	145-96	145	...-...	6	...
Cedar Grove tp, N.J. (1,7)	P	23-23-40	9,948-12,672	Y-13,572-20	479	409-85	355	40-14	18	52
Centerville, Ohio (3)	P	16-13-40	8,410-11,215	None	222	193-87	159	23-11	14	15
	R	8-6-40	6,760-8,112	None	183	87-48	75	7-5	14	82
Central Falls, R.I.	P	38-38-40	8,779-9,358	None	468	406-87	388	1-17	21	41
	F	43-43-42	8,350-8,863	None	434	391-90	370	2-19	20	23
	R	6-0-40	6,926-6,926	None	1,315	1,243-95	1,236	5-2	49	23
Centralia, Ill.	P	24-24-40	7,976-9,083	Y-10,172-18	291	245-84	238	1-6	11	35
	F	17-17-56	7,976-9,083	Y-10,172-18	194	167-86	162	1-4	18	9
	R	4-2-40	8,424-8,424	Y-8,929-19	112	52-46	45	6-1	10	50
Centreville, Ill. (3,7)	P	13-13-40	8,735-9,622	None	138	138-100	137	1-...	0	0
Chambersburg b, Pa.	P	25-23-40	7,803-8,026	None	519	329-63	269	49-11	97	93
	F	22-20-96	7,374-7,624	None	262	163-62	140	10-13	2	97
	R	14-0-40	6,230-6,365	None	221	146-66	127	9-10	8	67
Chandler, Ariz.	P	35-32-40	8,784-11,076	None	543	437-80	338	83-16	35	71
	F	10-10-72	8,388-10,572	None	158	130-82	105	16-9	9	19
	R	16-0-40	5,832-7,296	None	180	126-70	107	11-8	42	12
Chanute, Kan.	P	19-18-40	6,458-6,947	None	170	170-100	131	35-4	...	...
	F	17-17-56	6,323-6,801	None	153	153-100	120	30-3	...	...
	R	10-5-40	5,096-5,532	None	71	71-100	61	8-2	...	...
Charleston, Ill. (7)	P	21-19-40	7,218-9,000	Y-9,000-15	203	151-74	151	...-...	2	50
	F	23-23-56	8,076-9,000	Y-9,000-25	286	110-38	110	...-...	168	8
Chickasha, Okla.	P	27-27-40	5,952-5,952	None	1,060	189-18	176	10-3	5	866
	F	29-29-56	5,952-5,952	None	184	184-100	181	...-3	0	...
	R	30-0-40	5,244-5,244	None	169	154-91	143	8-3	15	...
Chico, Calif. (7)	P	42-39-40	9,372-11,112	Y-12,252-24	590	534-91	440	79-15	25	31
	F	32-32-68	8,860-10,495	Y-11,525-24	491	449-91	366	70-13	17	25
Chillicothe, Ohio	P	45-41-40	7,218-8,341	Y-8,641-06	510	448-88	392	49-7	6	56
	F	45-45-56	7,218-8,341	Y-8,641-06	480	456-95	397	52-7	...	24

Table 1/21 continued — POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Chillicothe, Ohio (cont'd)	R	11-7-40	5,741-6,677	Y-6,977-06	108	91-84	81	8-2	. . .	17
Claremont, Calif.	P	35-24-40	11,538-13,680	None	693	491-71	435	50-6	160	42
	F	21-21-59	10,170-12,084	None	395	326-83	285	37-4	29	40
	R	16-0-40	7,278-9,060	None	267	154-58	142	9-3	33	80
Clarksburg, W. Va.	P	47-40-40	5,872-7,069	Y-7,429-20	392	320-82	289	22-9	23	49
	F	40-40-56	5,872-7,302	Y-7,662-20	542	334-62	289	39-6	187	21
	R	30-30-40	6,183-6,183	Y-6,543-20	389	264-68	222	37-5	9	116
Clarksville t, Ind. (7)	P	23-20-48	6,000-7,145	Y-8,430-02	221	205-93	174	27-4	16	. . .
	F	35-35-63	6,000-7,145	Y-8,430-02	262	256-98	227	26-3	6	. . .
	R	23-17-40	6,027-6,032	None	168	164-98	139	23-2	4	. . .
Clayton, Mo. (7)	P	56-53-40	9,456-10,668	None	809	745-92	626	95-24	18	46
	F	25-25-61	9,456-10,668	None	345	323-94	268	44-11	3	19
Clovis, Calif.	P	30-25-40	10,044-12,216	None	463	379-82	316	50-13	7	77
	F	11-11-56	10,044-12,216	None	188	156-83	130	21-5	4	28
	R	12-4-40	7,500-9,120	None	195	123-63	102	15-6	14	58
Cocoa, Fla.	P	35-32-43	7,374-9,678	None	360	285-79	263	15-7	29	46
	F	28-27-60	7,272-9,360	None	247	214-87	192	15-7	1	32
	R	25-25-40	5,254-6,219	None	243	172-71	157	9-6	24	47
Coeur d'Alene, Idaho (7)	P	40-40-50	7,200-7,200	Y-6,000-10	280	232-83	208	17-7	2	46
	F	19-19-56	7,200-7,200	Y-6,000-10	241	170-71	157	9-4	60	11
	R	4-4-40	7,200-7,200	Y-6,000-10	631	41-6	38	3-...	565	25
Coffeyville, Kan.	P	25-19-40	6,204-6,576	None	267	253-95	210	26-17	14	. . .
	F	23-23-56	5,406-6,096	None	181	181-100	145	23-13	0	. . .
Cohoes, N.Y.	P	38-33-40	8,416-9,381	Y-9,921-05	568	491-86	390	81-20	16	61
	F	50-48-56	8,049-9,004	Y-9,544-05	747	657-88	525	108-24	42	48
	R	9-7-40	5,866-7,025	None	90	59-66	49	7-3	0	31
Collinsville, Ill. (7)	P	35-27-40	9,129-9,587	Y-10,003-10	404	365-90	324	28-13	22	17
	F	17-17-42	9,216-9,413	None	239	211-88	189	15-7	14	14
	R	3-0-44	...-...	..-...-..	31	22-71	18	3-1	0	9
Colonial Heights, Va. (1)	P	27-19-40	7,704-9,840	None	276	219-79	197	14-8	25	32
	F	...-...-..	...-...	..-...-..	21	...-0	. . .	...-...	8	13
	R	16-11-44	4,440-5,160	None	133	88-66	80	4-4	28	17
Colton, Calif.	P	41-32-40	10,380-12,100	None	623	507-81	453	41-13	5	111
	F	34-33-72	10,146-11,829	None	481	446-93	398	38-10	15	20
	R	10-0-96	7,284-8,509	None	156	121-78	107	11-3	5	30
Columbia, Tenn.	P	39-39-40	6,852-7,488	None	389	312-80	289	16-7	17	60
	F	42-42-72	6,564-7,164	None	355	316-89	291	17-8	. . .	39
	R	24-0-40	5,092-5,304	None	235	206-88	190	11-5	0	29
Commerce, Calif. (2,4,7)										
Commerce City, Colo. (1,7)	P	39-26-40	8,040-9,780	None	621	476-77	425	20-31	64	81
Concord t, Mass.	P	32-32-40	9,090-10,650	Y-10,950-20	511	468-92	468	...-...	1	42
	F	33-33-42	8,788-10,348	Y-10,648-20	629	456-72	456	...-...	60	113
	R	1-1-40	7,800-8,673	Y-8,973-20	57	26-46	26	...-...	. . .	31
Connellsville, Pa. (7)	P	21-21-40	6,550-8,341	Y-8,851-20	200	179-90	164	2-13	12	9
	F	14-14-56	6,500-8,014	Y-8,494-20	140	123-88	113	2-8	7	10
Connersville, Ind.	P	40-39-40	7,572-7,896	Y-8,472-18	377	299-79	295	...-4	12	66
	F	45-45-56	7,572-7,896	Y-8,568-21	385	341-89	337	...-4	6	38
	R	6-6-40	6,200-6,200	None	85	38-45	36	2-...	15	32
Coos Bay, Ore. (7)	P	31-31-40	8,292-10,080	None	328	270-82	245	...-25	19	39
	F	16-16-56	8,460-10,284	None	186	137-74	122	...-15	19	30
Copperas Cove t, Tex.	P	15-15-40	6,600-7,200	Y-7,236-01	172	125-73	112	9-4	13	34
	F	9-9-40	6,000-6,900	Y-6,936-01	92	70-76	63	5-2	4	18
	R	12-12-44	5,400-6,000	Y-6,024-01	105	83-79	75	5-3	3	19
Corning, N.Y.	P	24-24-40	6,445-8,425	None	297	263-89	200	52-11	11	23
	F	28-28-40	6,500-8,400	None	350	313-89	250	50-13	25	12
	R	8-6-40	4,680-6,448	None	116	72-62	54	14-4	0	44
Coronado, Calif. (7)	P	39-29-40	11,100-13,164	Y-13,822-20	689	653-95	518	125-10	36	0
	F	30-30-63	10,560-12,492	Y-13,164-20	442	424-96	388	31-5	18	0
Corsicana, Tex.	P	32-32-40	6,120-6,900	Y-7,032-25	311	250-80	230	14-6	17	44
	F	28-28-72	5,760-6,900	Y-6,852-25	265	234-88	210	19-5	10	21
	R	36-7-40	4,800-5,100	Y-5,100-10	295	209-71	190	13-6	36	50
Cortland, N.Y.	P	42-40-40	8,585-10,445	None	526	526-100	368	137-21	. . .	. . .
	F	43-43-43	8,585-9,740	Y-10,445-20	534	534-100	374	138-22	. . .	. . .
	R	9-0-40	7,342-7,342	Y-8,442-25	77	77-100	59	15-3	. . .	. . .
Cottage Grove, Minn. (2,7)	P	18-14-40	10,740-12,720	None	312	225-72	193	23-9	17	70
Coventry t, R.I. (3)	P	37-35-40	7,440-8,473	None	426	416-98	351	51-14	10	. . .
	R	3-3-40	5,512-6,240	None	27	21-78	19	1-1	0	6
Covington, Va. (1)	P	17-12-45	5,928-8,500	Y-8,740-20	185	138-75	125	10-3	7	40
	F	3-0-45	5,000-6,000	Y-6,240-20	85	23-27	20	2-1	2	60
	R	10-6-40	3,328-6,000	Y-6,240-20	97	70-72	60	6-4	9	18
Crowley, La.	P	33-27-40	5,640-5,640	None	212	180-85	146	32-2	17	15
	F	27-27-56	5,220-5,220	Y-5,324-03	185	161-87	138	18-5	5	19
	R	25-17-55	5,493-5,493	None	179	127-71	112	12-3	2	50
Crystal Lake, Ill. (1,7)	P	35-25-40	9,942-12,064	None	469	373-80	360	...-13	26	70

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Cudahy, Calif. (3,4,7)										
Cullman, Ala.	P	33-30-40	5,343-6,331	None	233	233-100	200	31-2	...	...
	F	22-22-60	4,615-5,27B	None	145	145-100	124	20-1	...	...
	R	50-30-40	3,445-4,186	None	246	246-100	218	26-2	...	...
Cupertino, Calif. (3,4,7)										
Darien t, Conn. (1,7)	P	47-43-38	9,968-11,768	Y-12,368-20	575	535-93	535	...-...	40	...
Davis, Calif. (7)	P	43-40-40	10,596-12,888	None	569	485-85	435	38-12	13	71
	F	30-29-63	10,344-12,576	None	480	388-B1	349	31-8	6	86
Decatur, Ga.	P	42-37-40	7,758-9,942	Y-10,439-25	360	360-100	314	30-16	...	...
	F	43-43-56	7,758-9,942	Y-10,439-25	418	418-100	381	22-15	...	...
	R	49-34-40	5,512-7,030	None	472	402-85	366	26-10	70	...
Deer Park, Tex. (1)	P	25-15-40	8,455-10,400	Y-11,840-25	313	248-79	220	18-10	18	47
	F	2-0-40	...-...	..-...-..	70	27-39	18	7-2	12	31
	R	19-15-40	5,876-7,218	Y-9,492-25	206	118-57	103	9-6	28	60
Deerfield v, Ill. (3,7)	P	37-31-40	9,828-13,912	None	662	558-84	489	53-16	26	78
Deerfield Beach, Fla.	P	52-44-40	9,402-11,710	Y-12,610-20	772	645-84	581	44-20	39	88
	F	28-28-52	8,955-11,149	Y-12,007-20	407	352-86	310	27-15	35	20
	R	32-18-40	7,021-8,736	Y-9,408-20	540	300-56	269	15-16	11	229
Defiance, Ohio (7)	P	28-22-40	7,384-10,962	Y-11,181-25	310	243-78	207	22-14	5	62
	F	17-17-48	7,384-10,962	Y-11,181-25	216	195-90	168	16-11	10	11
Del Rio, Tex. (7)	P	30-21-44	6,444-6,444	Y-7,100-25	392	194-49	181	10-3	198	...
	F	15-15-72	6,444-6,444	Y-7,100-25	194	109-56	100	7-2	85	...
Delaware, Ohio	P	32-25-40	6,950-8,750	Y-9,050-20	403	338-84	276	41-21	19	46
	F	25-24-56	6,950-8,750	Y-9,050-20	367	302-82	244	39-19	9	56
	R	10-0-40	4,909-6,011	Y-6,331-20	142	102-72	92	9-1	15	25
Delray Beach, Fla.	P	78-59-40	8,931-12,220	None	834	705-85	635	54-16	45	84
	F	56-51-56	8,502-11,648	None	570	499-88	445	43-11	17	54
	R	41-24-40	6,344-8,710	None	767	359-47	321	29-9	10	398
Delta tp, Mich. (4,7)	F	8-8-56	9,500-10,400	Y-10,712-15	263	132-50	120	5-7	120	11
Denison, Tex.	P	38-31-40	6,750-7,980	Y-9,030-25	308	262-85	238	21-3	16	30
	F	44-44-56	6,450-7,260	Y-8,310-25	331	316-95	290	23-3	0	15
	R	26-14-40	4,560-5,400	Y-6,450-10	242	178-74	161	15-2	3	61
Denville tp, N.J. (1,7)	P	33-31-40	8,755-12,055	Y-12,900-26	522	455-87	399	40-16	21	46
	F	...-...-..	...-...	..-...-..	96	2-2	2	...-...	63	31
Derry t, N.H. (1)	P	22-22-40	7,618-8,424	None	306	243-79	226	11-6	22	41
	R	2-0-40	5,595-11,082	None	167	15-10	13	1-1	147	5
Dickinson, N.D. (1,7)	P	23-23-44	6,780-7,140	Y-7,830-06	199	192-96	154	26-12	7	...
	F	2-2-40	...-...	Y-...-06	40	38-95	31	6-1	2	...
	R	7-7-40	5,580-5,700	Y-6,990-06	67	58-87	48	7-3	9	...
Dodge City, Kan.	P	23-20-44	6,288-6,768	Y-6,688-25	224	187-83	153	19-15	10	27
	F	19-19-70	6,288-6,528	Y-6,688-25	205	195-95	160	19-16	5	5
	R	22-22-40	5,592-6,072	Y-5,992-25	194	163-84	134	17-12	15	16
Dormont b, Pa. (1,7)	P	16-15-40	9,700-10,562	Y-11,062-20	265	229-86	208	13-8	1	35
	F	4-0-40	9,700-10,562	Y-11,062-20	70	55-79	51	2-2	0	15
Douglas, Ariz. (7)	P	36-29-44	7,902-8,916	None	364	276-76	223	47-6	43	45
	F	17-17-67	7,004-7,680	None	204	164-80	124	37-3	23	17
Douglas, Ga.	P	23-23-40	4,785-6,510	None	192	175-91	165	9-1	17	0
	F	18-18-72	4,800-6,300	None	122	117-96	110	6-1	5	0
	R	16-11-44	4,690-5,720	None	96	94-98	88	5-1	2	0
Dover, Ohio (7)	P	19-18-40	8,299-8,652	Y-8,843-16	261	238-91	198	31-9	2	21
	F	14-14-56	8,328-8,678	Y-8,868-16	185	173-94	138	29-6	3	9
DuBois, Pa. (1)	P	15-11-40	6,600-8,137	Y-8,951-10	146	128-88	113	8-7	4	14
	F	...-...-..	...-...	..-...-..	35	...-0	0	...-...	14	21
	R	9-6-40	6,829-6,829	None	119	93-78	81	8-4	0	26
Duarte, Calif. (3,4,7)										
Dublin, Ga.	P	30-25-40	6,136-7,841	None	345	301-87	254	36-11	17	27
	F	18-18-72	5,574-7,113	None	236	181-77	152	24-5	47	8
	R	42-42-40	4,368-5,574	None	309	235-76	189	36-10	60	14
Duncan, Okla.	P	43-31-40	5,850-7,224	None	356	313-88	281	25-7	1	42
	F	29-29-56	4,980-6,336	None	202	188-93	179	4-5	4	10
	R	26-12-45	5,532-5,676	None	199	169-85	150	14-5	11	19
Duncanville t, Tex.	P	26-22-40	7,800-9,300	Y-9,468-04	306	237-77	214	17-6	32	37
	F	28-28-56	7,800-9,300	Y-9,468-04	259	225-87	201	18-6	5	29
	R	18-18-48	5,700-6,900	Y-7,068-04	184	104-57	94	7-3	65	15
Dunedin, Fla.	P	44-40-40	8,580-10,946	Y-11,211-07	512	411-80	374	28-9	44	57
	F	15-15-56	8,164-10,426	Y-10,940-09	167	126-75	116	7-3	16	25
	R	29-13-40	5,450-6,989	Y-7,342-09	433	231-53	203	20-8	59	143
Dunkirk, N.Y.	P	34-34-40	8,000-10,600	None	470	429-91	306	105-18	9	32
	F	34-34-40	7,800-10,400	None	441	402-91	289	95-18	5	34
	R	12-0-40	8,310-8,310	Y-9,784-06	296	204-69	189	10-5	23	69
Durango, Colo.	P	30-22-40	7,680-8,820	None	362	305-84	272	14-19	23	34
	F	12-12-66	7,320-8,400	None	141	124-88	10B	9-7	0	17
	R	11-0-40	5,880-6,720	None	145	96-66	83	7-6	26	23
Durant, Okla.	P	27-25-40	5,172-6,048	None	142	132-93	120	12-...	10	...

Table 1/21 continued

POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Totel personnel, no. uniformed, duty hours per week	Entrence, meximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries end weges (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Durant, Okla. (cont'd)	F	26-26-56	5,172-6,048	None	204	120-59	112	8-...	84	...
	R	19-2-44	4,788-5,592	None	132	109-83	97	12-...	23	...
Dyersburg, Tenn.	P	31-30-40	5,900-7,600	None	237	210-89	199	11-...	27	0
	F	37-37-84	6,300-7,764	None	249	249-100	236	13-...	0	0
	R	27-21-45	3,972-5,000	None	106	106-100	100	6-...	0	0
Eagle Pass, Tex.	P	19-14-40	4,825-4,825	Y-6,155-01	216	160-74	135	22-3	9	47
	F	15-15-72	4,825-4,825	Y-6,643-01	169	124-73	104	17-3	2	43
	R	24-0-48	3,963-3,963	None	197	140-71	117	19-4	12	45
East Grand Rapids, Mich. (7)	P	21-21-40	9,698-12,662	Y-13,662-25	326	319-98	285	16-18	7	...
	F	16-16-56	9,464-12,064	Y-13,064-25	254	249-98	224	15-10	5	...
	R	6-0-40	8,164-9,932	Y-10,932-25	117	112-96	91	13-8	5	...
East Liverpool, Ohio	P	31-30-40	7,290-8,316	Y-8,616-20	318	287-90	272	...-15	0	31
	F	35-34-56	7,290-8,316	Y-8,616-20	338	314-93	297	...-17	0	24
	R	18-10-40	6,572-6,572	Y-6,872-20	174	158-91	138	12-8	0	16
East Lyme t, Conn.	P	4-4-40	6,406-8,112	None	96	72-75	66	4-2	6	18
	F	4-4-45	8,705-10,764	None	83	49-59	44	3-2	2	32
	R	8-0-40	5,762-6,947	None	97	63-65	56	3-4	0	34
East Moline, Ill. (7)	P	31-29-40	9,700-10,975	None	616	476-77	349	84-43	80	60
	F	30-30-56	9,700-10,900	None	701	451-64	336	74-41	250	...
	R	15-15-40	7,848-7,848	None	281	185-66	143	5-37	96	...
East Norriton tp, Pa. (1,7)	P	15-15-40	10,000-12,000	Y-12,150-15	...	...-..	...	...-...	...	...
Eastlake, Ohio (1)	P	29-23-40	9,683-10,819	None	371	365-98	327	38-...	6	...
	F	...-...-..	...-...	..-...-..	128	123-96	123	...-...	5	...
	R	9-9-40	6,136-6,947	None	75	68-91	68	...-...	7	...
Eden t, N.C.	P	40-40-40	6,554-8,352	None	304	281-92	243	36-2	23	...
	F	10-10-40	6,554-8,352	None	106	98-92	84	13-1	8	...
	R	30-30-40	5,124-5,450	None	176	146-83	127	18-1	30	...
Edmond, Okla.	P	31-30-40	7,200-7,200	Y-7,632-09	260	214-82	185	14-15	16	30
	F	21-21-66	7,200-7,200	Y-7,632-09	172	151-88	144	...-7	6	15
	R	27-27-40	6,000-6,000	Y-6,360-09	222	161-73	140	8-13	34	27
Edmonds, Wash. (7)	P	31-27-40	8,700-14,028	None	560	447-80	380	50-17	9	104
	F	19-18-44	8,700-12,936	None	332	218-66	197	13-8	76	38
Edwardsville, Ill.	P	21-17-40	7,000-10,830	Y-10,990-15	270	237-88	229	...-8	1	32
	F	12-12-56	7,000-10,830	Y-10,990-15	187	169-90	163	...-6	1	17
	R	6-3-40	10,940-10,940	None	125	82-66	78	...-4	0	43
El Centro, Calif. (7)	P	40-35-40	8,950-10,680	Y-10,860-05	667	585-88	509	65-11	30	52
	F	27-27-63	8,950-10,680	Y-10,860-05	403	368-91	319	41-8	14	21
	R	...-...-..	...-...	..-...-..	319	...-0	...	...-...	...	319
Elizabeth City, N.C.	P	37-37-40	6,240-6,240	None	383	249-65	206	37-6	40	94
	F	20-20-72	6,240-6,240	None	239	151-63	128	20-3	67	21
	R	14-3-40	4,202-4,202	None	157	123-78	102	17-4	3	31
Elizabethton, Tenn.	P	26-26-42	5,099-7,681	None	195	193-99	173	10-10	2	...
	F	21-21-72	5,099-7,681	None	166	154-93	137	8-9	12	...
	R	14-14-40	3,744-5,574	None	144	81-56	73	4-4	63	...
Elizabethtown, Ky.	P	20-20-42	6,183-7,779	None	296	164-55	147	13-4	66	66
	F	18-18-72	6,183-7,779	None	197	115-58	104	8-3	57	25
Elk Grove Village v, Ill. (7)	P	61-50-40	10,884-13,992	None	831	737-89	688	10-39	30	64
	F	62-56-56	10,884-13,992	None	906	806-89	762	5-39	67	33
Ellwood City b, Pa.	P	16-16-40	7,210-9,405	None	247	213-86	201	...-12	14	20
	F	5-5-42	7,210-9,405	None	106	69-65	62	4-3	22	15
	R	8-6-45	8,728-8,728	None	107	86-80	77	5-4	7	14
Elmwood Park b, N.J. (1,7)	P	36-34-40	8,200-11,077	Y-11,742-21	530	487-92	457	30-...	...	43
Emmaus b, Pa. (1,7)	P	11-11-40	7,709-10,209	Y-10,609-25	165	154-93	150	...-4	11	...
	F	...-...-..	...-...	..-...-..	84	...-0	0	...-...	63	21
	R	...-...-..	...-...	..-...-..	99	...-0	0	...-...	0	99
Emporia, Kan.	P	42-28-40	7,140-9,120	None	479	356-74	333	13-10	63	60
	F	28-28-56	6,900-8,880	None	309	219-71	210	3-6	78	12
	R	21-14-40	5,580-7,080	None	229	142-62	126	12-4	44	43
Enterprise, Ala.	P	28-28-44	4,940-5,498	None	261	221-85	191	23-7	14	26
	F	12-12-44	4,940-5,498	None	102	87-85	73	9-5	9	6
	R	21-14-40	4,051-4,051	None	155	116-75	102	9-5	20	19
Erlanger, Ky. (1,7)	P	15-15-40	7,280-7,800	None	214	168-79	148	15-5	14	32
	F	...-...-..	...-...	..-...-..	16	...-0	0	...-...	4	12
	R	...-...-..	...-...	..-...-..	145	...-0	0	...-...	0	145
Euless, Tex. (7)	P	35-35-40	7,896-10,572	Y-11,622-25	370	284-77	255	23-6	22	64
	F	24-24-63	7,536-9,384	Y-10,434-25	158	129-82	115	11-3	3	26
Eunice, La.	P	28-28-48	4,962-...	Y-...-20	236	169-72	156	9-4	25	42
	F	14-14-56	4,944-...	Y-...-20	156	61-39	56	3-2	75	20
	R	19-13-44	3,906-...	None	130	100-77	92	5-3	10	20
Eureka, Calif. (7)	P	51-45-40	10,326-12,300	None	822	796-97	554	111-131	26	...
	F	55-49-60	9,588-11,412	None	941	933-99	640	93-200	8	...
Fairbanks, Alaska	P	60-43-40	11,688-14,796	Y-17,292-28	1,659	967-58	828	114-25	16	676
	F	70-68-56	11,688-14,796	Y-17,292-28	2,604	1,135-44	976	131-28	31	1,438
	R	6-4-40	10,812-13,680	Y-15,996-28	229	74-32	63	9-2	0	155

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Reported expenditures (in thousands)					
					Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Fairfax, Va. (2)	P	54-47-40	9,616-12,875	Y-14,906-15	872	769-88	676	65-28	22	81
	R	12-12-40	5,899-7,917	Y-9,156-15	189	115-61	103	8-4	57	17
Fairfield, Ala.	P	25-21-40	7,680-9,400	Y-10,000-..	308	257-83	231	20-6	21	30
	F	19-19-56	7,200-9,000	Y-9,760-..	214	192-90	172	15-5	10	12
	R	28-20-40	4,250-4,250	Y-4,600-..	161	66-41	58	6-2	35	60
Fairfield, Ohio (1,7)	P	20-20-40	9,875-10,250	Y-10,270-01	421	320-76	273	34-13	18	83
Fairmont, Minn. (1,7)	P	17-16-42	8,910-9,900	Y-10,890-25	364	223-61	183	33-7	108	33
Fairview b, N.J. (1)	P	22-21-36	8,000-12,000	Y-13,200-20	413	378-92	322	47-9	7	28
	F	...-...-..	...-...	..-...-..	29	7-24	...	...-7	...	22
	R	4-4-42	7,000-9,500	Y-10,450-20	155	45-29	42	2-1	87	23
Falls Church, Va. (2)	P	31-24-40	9,912-12,648	Y-14,641-14	598	523-87	425	75-23	3	72
	R	11-7-32	6,300-8,038	Y-9,303-14	162	99-61	85	9-5	7	56
Falmouth t, Mass. (7)	P	41-38-40	8,072-9,631	Y-9,931-25	615	534-87	525	...-9	24	57
	F	48-46-48	8,176-9,754	Y-10,054-25	518	454-88	446	...-8	16	48
	R	...-...-..	...-...	None	185	...-0	0	...-...	0	185
Faribault, Minn. (7)	P	28-25-40	8,143-9,650	Y-10,423-20	370	370-100	295	68-7	...	...
	F	20-20-56	8,319-9,560	Y-10,322-20	300	300-100	248	48-4	...	...
	R	...-...-..	...-...	..-...-..	16	16-100	16	...-...	...	...
Farmington, Mich. (5,7)	P	28-21-41	9,200-13,850	Y-14,350-20	478	415-87	342	53-20	25	38
Farmington t, N.M.	P	67-48-40	6,888-9,696	Y-9,744-20	650	530-82	473	35-22	120	...
	F	28-26-84	6,108-8,592	Y-8,640-20	245	223-91	200	14-9	22	...
	R	34-0-40	4,824-6,804	Y-6,852-20	247	205-83	177	17-11	42	...
Farrell, Pa. (7)	P	22-22-40	9,950-9,950	Y-10,250-05	268	261-97	240	5-16	7	0
	F	12-12-..	9,686-9,686	Y-9,986-05	139	132-95	116	5-11	7	0
	R	2-2-40	11,204-11,204	Y-11,504-05	16	16-100	11	1-4	0	0
Fergus Falls, Minn.	P	18-18-40	8,335-9,679	Y-9,833-20	254	215-85	192	22-1	14	25
	F	3-3-40	9,048-9,264	Y-9,412-20	94	42-45	39	3-...	44	8
	R	17-14-40	7,176-7,712	Y-7,835-20	188	135-72	124	10-1	2	51
Fontana, Calif. (1)	P	38-31-40	10,488-13,128	None	561	473-84	409	59-5	25	63
Forest Park v, Ill.	P	36-29-40	9,105-12,704	None	694	554-80	425	109-20	55	85
	F	22-21-56	9,000-12,504	None	385	355-92	251	91-13	11	19
Forest Park, Ohio (1,7)	P	14-13-40	9,850-10,978	None	207	174-84	149	17-8	8	25
	F	3-3-40	9,850-10,978	None	95	35-37	31	3-1	20	40
Forrest City, Ark.	P	24-23-50	6,900-7,500	None	270	193-71	178	10-5	22	55
	F	8-8-72	6,060-7,260	None	101	68-67	65	...-3	25	8
	R	28-0-44	5,110-5,110	None	243	136-56	124	7-5	82	25
Fort Madison, Iowa	P	29-25-42	7,848-8,968	Y-9,628-20	304	271-89	260	4-7	10	23
	F	23-23-56	7,848-8,968	Y-9,448-20	269	223-83	213	4-6	32	14
	R	9-6-44	6,646-7,490	Y-7,970-20	149	72-48	63	7-2	44	33
Fort Thomas, Ky.	P	19-18-40	8,445-8,845	None	234	205-88	178	20-7	5	24
	F	15-15-56	8,445-8,845	None	154	137-89	120	12-5	0	17
	R	10-6-40	6,281-6,801	None	158	78-49	69	4-5	63	17
Fort Walton Beach, Fla.	P	39-36-44	7,291-9,771	None	467	367-79	305	39-23	22	78
	F	19-18-84	6,944-9,306	None	224	178-79	151	16-11	3	43
	R	41-30-44	4,934-6,613	None	323	239-74	211	12-16	84	0
Fostoria, Ohio (7)	P	28-27-40	8,046-9,491	Y-10,476-15	372	359-97	292	37-30	13	...
	F	19-19-56	8,046-9,491	Y-10,476-15	276	275-100	227	29-19	1	...
Frankfort, Ind.	P	26-24-44	7,875-7,875	None	262	227-87	227	...-...	9	26
	F	32-32-63	7,875-7,875	None	374	243-65	243	...-...	112	19
	R	8-0-40	5,866-5,866	None	55	42-76	42	...-...	0	13
Frankfort, Ky.	P	47-42-40	6,660-6,660	Y-7,992-20	370	295-80	267	27-1	67	8
	F	50-50-56	6,660-6,660	Y-7,992-20	381	348-91	313	34-1	22	11
	R	22-7-40	4,950-4,950	Y-5,907-20	193	152-79	135	17-...	41	0
Franklin t, Mass.	P	21-17-40	8,728-9,781	None	389	348-89	340	...-8	7	34
	F	11-11-48	7,914-9,448	None	215	175-81	165	7-3	20	20
	R	...-...-..	...-...	..-...-..	44	...-0	0	...-...	0	44
Franklin, Wis. (1,7)	P	23-18-40	9,816-12,336	Y-12,957-25	300	271-90	258	13-...	15	14
	F	7-7-48	9,303-11,521	Y-12,097-25	156	91-58	87	4-...	20	45
	R	...-...-..	...-...	..-...-..	57	...-0	...	...-...	...	57
Franklin Park v, Ill. (7)	P	54-49-40	10,057-13,099	Y-14,147-16	801	693-87	663	3-27	8	100
	F	47-46-51	10,057-13,099	Y-14,147-16	633	592-94	574	1-17	0	41
Fraser, Mich. (5,7)	P	31-24-40	10,500-13,520	None	611	517-85	455	57-5	44	50
	F	8-8-40	10,500-13,520	None	...	...-..	...	...-...	...	...
Frederick, Md.	P	79-70-40	8,000-8,300	Y-10,790-18	674	598-89	565	33-...	20	56
	F	21-21-56	7,900-8,200	Y-11,050-18	275	210-76	198	12-...	11	54
	R	27-27-40	6,116-6,802	None	207	183-88	173	10-...	4	20
Fredonia v, N.Y. (7)	P	15-15-40	8,230-9,830	Y-10,650-20	184	165-90	131	28-6	7	12
	F	5-5-44	8,230-10,650	Y-10,650-20	70	48-69	39	7-2	1	21
	R	...-...-..	...-...	..-...-..	31	...-0	...	...-...	...	31
Fremont, Ohio	P	33-33-40	8,024-8,820	Y-9,300-20	482	395-82	312	61-22	23	64
	F	26-26-56	8,024-8,820	Y-9,300-20	336	318-95	244	58-16	4	14
	R	7-5-40	6,892-7,114	Y-7,594-20	96	70-73	60	6-4	0	26
Gainesville, Ga.	P	44-41-44	6,432-8,124	Y-8,952-13	414	365-88	333	23-9	...	49
	F	40-40-56	6,432-8,124	Y-8,952-13	405	341-84	311	22-8	...	64

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Gainesville, Ga. (cont'd)	R	44-44-50	5,742-7,250	Y-7,956-13	358	287-80	265	15-7	...	71
Gainesville, Tex.	P	27-23-40	5,340-5,340	Y-7,140-30	228	192-84	170	17-5	9	27
	F	17-17-72	5,340-5,340	Y-7,140-30	158	120-76	107	10-3	29	9
	R	14-8-44	5,026-5,026	Y-6,826-30	162	98-60	90	6-2	52	12
Galena Park, Tex.	P	15-15-40	8,250-8,700	Y-8,700-01	42	9-21	...	5-4	33	...
	F	3-3-40	7,800-7,800	Y-7,800-01	11	9-82	...	5-4	2	...
	R	7-7-70	8,200-9,700	None	36	9-25	...	5-4	27	...
Galion, Ohio (7)	P	23-19-40	7,384-9,754	Y-...-..	298	261-88	221	27-13	6	31
	F	19-19-56	7,384-9,754	Y-...-..	268	174-65	143	24-7	85	9
Garden City, Kan. (1)	P	39-36-40	6,696-8,448	None	315	298-95	266	32-...	17	...
	F	...-...-..	...-...	..-...-..	25	19-76	18	1-...	6	...
	R	18-10-44	4,620-5,832	None	167	136-81	122	14-...	31	...
Gardner, Mass. (7)	P	32-31-40	8,372-9,154	Y-9,404-25	420	392-93	379	...-13	0	28
	F	46-45-42	8,372-9,154	Y-9,404-25	526	509-97	491	...-18	0	17
	R	12-8-40	5,366-6,614	Y-6,864-25	66	56-85	52	...-4	0	10
Georgetown, S.C.	P	29-19-40	5,682-...	None	282	233-83	202	18-13	9	40
	F	19-1-84	4,989-...	None	182	132-73	112	12-8	37	13
	R	21-9-40	4,772-...	None	142	127-89	106	12-9	...	15
Gilroy, Calif. (7)	P	32-30-40	10,720-12,456	None	393	355-90	355	...-...	38	...
	F	16-15-64	10,196-11,856	None	204	185-91	185	...-...	19	...
Girard, Ohio (7)	P	19-17-40	9,039-9,768	Y-10,418-25	268	245-91	209	25-11	5	18
	F	13-13-56	9,039-9,768	Y-10,418-25	184	170-92	144	18-8	3	11
Gladstone, Mo. (5,7)	P	41-38-40	8,004-10,188	None	573	445-78	394	39-12	51	77
Glastonbury t, Conn. (1,7)	P	37-33-40	8,903-9,901	Y-10,255-20	494	437-88	382	35-20	18	39
Glen Ellyn v, Ill. (1,7)	P	40-31-40	9,400-15,500	None	623	599-96	511	73-15	24	...
Glen Rock b, N.J. (1)	P	24-22-40	10,255-12,350	Y-13,832-24	524	472-90	398	48-26	9	43
	R	14-9-45	8,517-9,453	Y-9,453-24	205	181-88	149	16-16	...	24
Glencoe v, Ill. (5)	P	19-13-40	10,920-13,380	None	553	491-89	373	98-20	18	44
	F	8-8-56	10,920-13,380	None	...	...-..	...	...-...	...	...
	R	15-12-40	8,640-9,660	None	223	161-72	132	18-11	0	62
Glendale, Wis.	P	33-33-40	10,076-11,760	Y-...-20	668	652-98	501	117-34	16	...
	F	20-20-53	9,580-11,268	Y-...-20	394	369-94	300	51-18	25	...
	R	13-13-40	8,350-10,233	Y-...-20	172	154-90	153	...-1	18	...
Glendale Heights v, Ill. (1,7)	P	25-25-48	9,840-12,300	None	276	259-94	242	14-3	17	0
Grafton t, Mass. (1,7)	P	15-14-40	7,800-11,440	None	202	173-86	162	6-5	3	26
Grand Haven, Mich.	P	25-25-40	9,153-10,626	None	330	268-81	222	34-12	16	46
	F	19-19-56	8,480-9,824	None	226	191-85	160	22-9	9	26
Grand Junction, Colo.	P	48-43-40	7,704-9,624	None	530	453-85	409	30-14	73	4
	F	44-44-70	7,332-9,156	None	468	425-91	385	27-13	23	20
	R	23-11-40	6,168-7,704	None	278	192-69	173	13-6	9	77
Grandview, Mo. (7)	P	34-29-40	7,860-10,080	Y-10,944-18	485	387-80	335	40-12	41	57
	F	23-23-56	7,500-9,600	Y-10,464-18	267	241-90	207	25-9	8	18
Grandville, Mich. (1,7)	P	16-14-80	9,198-11,418	Y-11,738-10	246	184-75	155	18-11	62	...
	F	...-...-..	...-...	..-...-..	87	12-14	12	...-...	75	...
	R	...-...-..	...-...	..-...-..	15	...-0	...	...-...	15	...
Grants Pass, Ore. (7)	P	29-29-40	7,704-9,840	None	352	309-88	268	31-10	17	26
	F	20-20-56	7,524-9,612	None	299	192-64	165	20-7	83	24
Great Bend, Kan. (7)	P	34-34-40	6,600-8,400	None	347	237-68	203	16-18	70	40
	F	22-22-72	6,600-8,400	None	241	191-79	160	17-14	30	20
Greenbelt, Md.	P	17-17-40	9,277-11,274	Y-11,274-..	310	271-87	243	23-5	9	30
	R	10-10-40	6,344-7,675	Y-7,675-..	105	78-74	67	9-2	7	20
Greendale v, Wis.	P	28-26-40	8,993-11,655	Y-11,955-25	468	414-88	329	67-18	19	35
	F	18-18-56	8,620-10,728	None	305	273-90	227	33-13	7	25
	R	2-0-40	9,312-9,583	None	118	68-58	54	11-3	16	34
Greeneville t, Tenn.	P	35-35-40	6,214-7,597	None	320	320-100	261	59-...	...	...
	F	26-10-..	6,214-7,597	None	222	222-100	180	42-...	...	...
	R	13-13-45	...-...	None	73	73-100	65	8-...	...	...
Greensburg, Pa. (1)	P	38-36-40	9,010-9,459	None	510	485-95	394	13-78	10	15
	R	17-13-51	9,348-8,967	None	447	365-82	223	128-14	50	32
Greenville, Ohio	P	17-17-40	7,516-8,574	None	204	164-80	137	22-5	19	21
	F	19-19-56	7,516-8,574	None	209	184-88	150	29-5	13	12
Greenville, Tex. (7)	P	27-26-40	7,584-8,760	Y-9,660-25	305	276-90	243	26-7	7	22
	F	41-41-72	6,870-7,956	Y-8,856-25	356	339-95	309	22-8	1	16
Greenwood, Ind. (1,7)	P	26-20-48	7,500-8,100	Y-...-..	250	201-80	192	4-5	4	45
	F	...-...-..	...-...	..-...-..	55	33-60	33	...-...	9	13
Greenwood, Miss.	P	45-45-40	6,300-7,056	Y-7,116-05	2,127	398-19	315	83-...	22	1,707
	F	44-44-56	6,300-7,056	Y-7,116-05	272	271-100	271	...-...	1	...
	R	53-53-45	4,003-5,189	Y-6,949-05	346	317-92	229	88-...	29	...
Greenwood, S.C.	P	45-40-42	6,120-7,151	None	663	493-74	387	89-17	106	64
	F	29-28-..	6,120-7,151	None	444	295-66	240	43-12	134	15
	R	26-16-40	4,469-4,843	None	318	171-54	136	23-12	138	9
Griffin, Ga.	P	54-54-40	7,539-8,060	Y-8,660-35	873	596-68	534	46-16	71	206
	F	44-44-67	7,280-7,813	Y-8,413-35	454	375-83	357	6-12	37	42
	R	39-29-40	4,368-5,304	Y-5,904-35	747	411-55	373	24-14	204	132

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Grosse Pointe Park, Mich.	P	31-31-40	10,000-14,000	Y-14,300-10	631	559-89	485	50-24	0	72
	F	22-22-56	9,700-13,450	Y-13,750-10	391	376-96	325	35-16	0	15
	R	12-12-40	9,235-10,000	Y-10,300-10	285	167-59	135	22-10	0	118
Grosse Pointe Woods, Mich. (5)	P	46-36-40	11,366-14,766	Y-15,166-20	812	812-100	812	...-...	...	...
	R	7-7-40	8,777-10,025	Y-10,825-20	80	80-100	80	...-...	...	...
Grove City, Ohio (1,7)	P	20-20-40	8,280-12,180	Y-...-..	338	282-83	244	29-9	21	35
Groves, Tex.	P	11-10-40	8,653-8,653	Y-11,004-25	170	133-78	121	9-3	8	29
	F	8-8-72	8,761-8,761	Y-10,515-25	101	84-83	76	5-3	2	15
	R	14-14-40	7,030-7,030	Y-7,978-25	186	127-68	114	9-4	17	42
Guilford t, Conn. (1,7)	P	25-25-40	8,322-11,323	Y-11,473-15	414	356-86	309	34-13	13	45
Haddonfield b, N.J.	P	27-25-40	10,632-11,470	None	310	303-98	303	...-...	7	...
	F	5-5-40	10,632-11,470	None	113	113-100	73	40-...	...	...
	R	8-8-40	7,696-8,788	None	31	5-16	...	5-...	26	...
Hallandale, Fla. (7)	P	61-61-40	9,854-...	Y-15,288-10	967	828-86	690	106-32	58	81
	F	39-39-52	9,854-...	Y-15,288-10	380	316-83	264	43-9	14	50
	R	48-48-40	6,474-...	Y-10,062-10	613	436-71	343	66-27	4	173
Hamburg v, N.Y. (1)	P	20-20-40	10,430-11,245	Y-11,645-20	333	319-96	256	54-9	10	4
	F	...-...-..	...-...	..-...-..	35	...-0	...	...-...	10	25
	R	5-5-40	6,900-7,980	Y-8,380-20	74	60-81	46	12-2	...	14
Hammond, La.	P	25-25-40	4,800-6,000	Y-...-..	156	156-100	142	14-...	...	...
	F	22-22-40	4,800-6,000	Y-...-..	150	150-100	132	18-...	...	...
	R	5-5-52	5,408-6,084	None	31	30-97	28	2-...	...	1
Hammonton t, N.J. (1)	P	17-17-40	7,000-9,200	Y-...-05	235	212-90	186	22-4	7	16
	R	17-17-40	5,660-7,160	Y-...-05	121	97-80	85	10-2	2	22
Hampton tp, Pa. (1,7)	P	15-14-40	9,335-10,535	Y-10,865-..	267	220-82	189	20-11	6	41
Hanford, Calif.	P	31-25-40	9,132-9,564	None	405	353-87	303	42-8	12	40
	F	20-20-67	8,118-10,512	None	277	253-91	216	30-7	5	19
	R	13-1-40	6,630-7,800	None	224	135-60	121	9-5	16	73
Hannibal, Mo.	P	36-32-40	7,199-10,571	Y-11,363-..	336	252-75	243	2-7	47	37
	F	35-35-40	7,199-10,571	Y-12,262-..	352	305-87	298	...-7	24	23
Hanover Park v, Ill. (1,7)	P	40-39-40	10,425-14,000	None	682	511-75	440	56-15	9	162
Harrison tp, Pa. (1,7)	P	9-9-40	9,424-10,200	Y-10,344-15	184	156-85	156	...-...	2	26
Harrisonburg, Va.	P	37-32-40	7,030-9,006	None	312	276-88	250	15-11	36	0
	F	11-9-96	6,300-8,154	None	98	86-88	77	5-4	12	0
Harvard t, Mass. (1)	P	4-4-40	8,200-9,100	None	57	45-79	45	...-...	5	7
Hastings, Minn.	P	16-15-40	10,138-11,328	None	249	218-88	192	22-4	9	22
	F	8-8-57	9,264-10,164	None	116	107-92	95	11-1	1	8
Havre, Mont.	P	19-15-40	7,828-8,196	Y-9,396-20	168	150-89	127	22-1	3	15
	F	15-15-40	7,828-8,196	Y-9,396-20	236	130-55	116	13-1	92	14
	R	9-9-40	7,904-7,904	None	146	103-71	92	10-1	9	34
Hays, Kan. (7)	P	26-26-40	6,420-8,040	Y-8,442-20	213	205-96	165	21-19	8	0
	F	14-14-40	6,120-7,680	Y-8,064-20	107	94-88	75	9-10	13	0
	R	6-0-40	5,220-6,420	Y-6,741-20	70	59-84	48	6-5	11	0
Hazel Park, Mich.	P	46-39-40	11,093-13,842	Y-15,226-25	874	800-92	652	117-31	11	63
	F	22-22-56	12,178-13,319	Y-14,651-25	420	402-96	326	62-14	1	17
	R	23-14-40	10,234-10,442	Y-11,277-20	504	322-64	261	45-16	25	157
Hazlet tp, N.J. (1,7)	P	31-31-42	6,700-9,873	None	200	...-0	0	...-...	200	...
Hemet, Calif.	P	32-25-40	9,606-11,400	None	477	418-88	359	53-6	19	40
	F	24-23-67	9,366-11,124	None	345	316-92	268	43-5	8	21
	R	13-12-40	7,140-8,484	None	164	124-76	106	16-2	23	17
Henderson, N.C.	P	39-33-40	6,739-8,590	None	377	258-68	227	29-2	...	119
	F	33-33-72	6,448-8,216	None	222	185-83	164	19-2	...	37
	R	57-57-40	4,888-6,261	None	620	311-50	272	34-5	...	309
Henderson, Tex.	P	21-16-40	6,093-6,093	Y-7,143-01	204	121-59	110	11-...	69	14
	F	14-14-72	5,505-5,505	Y-6,555-01	96	81-84	74	7-...	4	11
	R	34-23-44	4,755-4,755	None	186	150-81	140	10-...	6	30
Hereford, Tex. (1)	P	20-16-40	8,100-9,000	Y-9,360-10	247	205-83	178	22-5	23	19
	R	11-6-40	6,240-6,240	Y-6,600-10	286	97-34	80	13-4	142	47
Hermosa Beach, Calif. (7)	P	43-31-40	10,320-13,524	Y-14,868-14	756	652-86	578	64-10	27	77
	F	15-15-58	9,612-12,600	Y-13,860-14	238	215-90	189	22-4	3	20
Hickory Hills v, Ill. (1,7)	P	22-17-42	9,200-11,300	None	286	235-82	214	19-2	20	31
Highland t, Ind. (1)	P	36-30-44	9,780-11,740	None	459	394-86	358	25-11	17	48
	F	...-...-..	...-...	..-...-..	55	19-35	19	...-...	16	20
	R	22-0-44	7,055-7,878	None	239	164-69	144	15-5	3	72
Highland Park b, N.J.	P	30-27-40	8,549-11,613	Y-12,310-05	561	479-85	401	61-17	33	49
	F	4-4-40	8,549-11,613	Y-12,310-05	65	50-77	48	...-2	0	15
	R	18-12-40	7,700-8,100	Y-8,424-05	240	190-79	159	20-11	0	50
Hillsboro, Ore.	P	30-30-40	10,656-11,772	None	328	285-87	253	26-6	10	33
	F	17-17-56	8,724-11,052	None	211	187-89	168	16-3	10	14
	R	14-14-40	7,512-11,316	None	1,285	133-10	115	15-3	665	487
Hillside tp, N.J. (7)	P	69-69-40	11,737-12,810	Y-...-25	1,138	1,097-96	975	93-29	...	41
	F	65-65-42	11,737-12,810	Y-...-25	1,014	984-97	867	90-27	...	30
Hinsdale v, Ill. (7)	P	22-13-40	10,548-12,504	None	460	405-88	330	61-14	12	43
	F	12-11-56	10,548-12,504	None	236	224-95	182	33-9	3	9
Hobart, Ind.	P	27-27-40	9,084-9,084	Y-9,109-13	37	37-100	...	10-27	...	...

Table 1/21 continued — POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Hobart, Ind. (cont'd)	F	19-19-63	9,084-9,084	Y-9,109-13	14	14-100	...	7-7	...	...
	R	9-5-40	9,040-9,040	None	2	2-100	...	2-...	...	...
Hoffman Estates v, Ill. (7)	P	39-35-40	10,030-13,206	..-...-..	546	484-89	463	19-2	9	53
Holbrook t, Mass.	P	22-22-38	8,250-9,706	Y-9,806-05	302	275-91	275	...-...	8	19
	F	22-22-42	8,250-9,706	Y-9,806-05	279	259-93	259	...-...	...	20
	R	2-1-40	6,074-7,156	Y-7,256-05	53	22-42	22	...-...	...	31
Holden t, Mass. (1,7)	P	14-12-40	9,175-10,768	None	206	167-81	163	1-3	9	30
	F	...-...-..	...-...	..-...-..	138	45-33	45	...-...	78	15
Homestead, Fla.	P	33-31-40	8,944-10,317	Y-11,142-25	438	347-79	317	23-7	28	63
	F	21-21-56	8,653-9,651	Y-10,423-25	243	226-93	207	14-5	0	17
	R	19-8-40	5,262-7,530	Y-8,132-25	290	150-52	138	8-4	84	56
Hopewell, Va. (7)	P	36-33-40	8,152-10,357	None	411	354-86	320	23-11	27	30
	F	23-23-72	7,775-9,867	None	303	197-65	178	12-7	69	37
Hoquiam, Wash.	P	20-16-40	8,634-10,392	Y-11,244-25	206	180-87	164	9-7	...	26
	F	22-22-56	8,634-10,392	Y-11,244-25	308	284-92	226	49-9	...	24
	R	6-1-44	11,876-11,876	None	98	72-73	62	7-3	...	26
Hornell, N.Y. (7)	P	23-21-40	7,850-8,850	Y-9,650-10	303	272-90	214	45-13	9	22
	F	27-27-40	7,750-8,750	Y-9,250-20	351	330-94	270	45-15	2	19
Humboldt, Tenn.	P	25-24-40	5,840-6,300	None	204	192-94	172	20-...	12	...
	F	11-11-40	4,995-5,980	None	81	75-93	67	8-...	6	...
	R	20-13-..	5,162-5,900	None	147	122-83	109	13-...	25	...
Huntington, Ind.	P	27-27-40	7,750-8,360	Y-9,864-18	371	333-90	247	86-...	10	28
	F	38-38-40	8,360-8,360	Y-9,864-18	469	450-96	342	108-...	2	17
	R	22-13-40	6,448-6,760	None	82	68-83	63	5-...	4	10
Huntsville, Tex. (1)	P	22-19-40	7,500-9,120	Y-10,320-25	195	149-76	135	10-4	16	30
	F	2-2-40	7,200-8,760	Y-9,960-25	84	23-27	21	1-1	49	12
	R	21-9-40	5,226-5,892	None	140	99-71	91	5-3	20	21
Huron, S.D. (1)	P	21-21-40	7,320-7,560	Y-8,040-..	227	188-83	167	18-3	12	27
	F	8-8-..	6,900-7,320	Y-7,800-..	87	77-89	61	15-1	5	5
	R	15-0-40	5,952-5,952	Y-6,432-..	154	99-64	88	9-2	47	8
Indiana b, Pa. (1,7)	P	24-19-40	7,392-8,472	Y-9,319-15	279	229-82	203	12-14	1	49
	F	...-...-..	...-...	..-...-..	42	6-14	6	...-...	2	34
Inver Grove Heights v, Minn. (1,7)	P	13-12-40	11,778-12,948	None	216	166-77	140	17-9	8	42
	F	...-...-..	...-...	..-...-..	132	24-18	24	...-...	108	0
Jacksonville, N.C.	P	45-41-40	6,240-8,177	None	328	328-100	310	18-...	...	...
	F	33-33-60	5,808-7,592	None	221	221-100	209	12-...	...	...
	R	32-24-45	4,680-6,097	None	151	151-100	143	8-...	...	...
Jacksonville Beach, Fla.	P	43-38-40	7,416-...	Y-...-05	482	461-96	393	55-13	21	...
	F	18-18-40	6,408-...	Y-...-05	204	182-89	156	21-5	22	...
	R	28-28-40	5,520-...	Y-...-05	228	178-78	154	19-5	50	...
Jamestown, N.D. (7)	P	29-27-40	7,392-8,184	None	276	238-86	204	25-9	3	35
	F	7-7-56	6,540-7,308	None	93	55-59	48	5-2	13	25
	R	7-3-40	5,376-7,020	None	119	75-63	65	8-2	26	18
Jefferson tp, N.J. (1,7)	P	30-29-40	9,000-11,860	Y-12,157-05	484	422-87	344	46-32	62	...
Jeffersonville, Ind.	P	33-29-43	7,368-7,608	None	289	239-83	239	...-...	50	...
	F	44-44-43	7,368-7,608	None	424	336-79	336	...-...	88	...
	R	28-28-40	...-...	None	412	151-37	150	1-...	261	...
Junction City, Kan. (7)	P	52-37-40	7,200-8,940	None	459	409-89	358	45-6	14	36
	F	22-22-72	6,900-8,700	None	192	178-93	153	21-4	1	13
	R	13-8-40	5,000-5,304	None	193	106-55	93	10-3	52	35
Kalispell, Mont.	P	21-21-40	7,584-8,136	Y-9,696-20	256	223-87	186	34-3	7	26
	F	17-17-40	7,584-8,136	Y-9,696-20	262	194-74	150	42-2	50	18
	R	5-0-40	7,550-7,990	Y-9,238-20	113	66-58	59	6-1	20	27
Kearney, Neb. (1)	P	29-24-44	6,870-8,400	Y-9,240-09	327	260-80	224	36-...	16	51
	R	22-13-44	5,130-6,120	Y-6,720-09	236	168-71	157	11-...	29	39
Keene, N.H. (7)	P	33-30-40	7,721-10,095	Y-11,582-27	484	369-76	344	16-9	54	61
	F	27-27-63	7,721-10,095	Y-11,582-27	385	296-77	273	16-7	35	54
	R	...-...-..	...-...	..-...-..	215	39-18	39	...-...	107	69
Kelso, Wash.	P	20-20-40	9,285-10,922	Y-10,537-05	283	228-81	214	10-4	0	55
	F	19-19-40	9,285-10,922	Y-11,141-05	274	228-83	212	12-4	15	31
	R	6-6-40	8,504-9,313	Y-9,739-05	115	62-54	58	3-1	2	51
Kennewick, Wash. (7)	P	30-30-40	9,177-10,014	None	435	363-83	314	36-13	9	63
	F	24-24-56	9,177-10,293	None	330	291-88	257	16-18	12	27
Kent, Wash. (7)	P	40-31-40	10,530-12,492	Y-12,672-10	606	526-87	428	50-48	30	50
	F	46-39-56	9,996-12,108	Y-12,288-10	514	469-91	436	30-3	12	33
	R	...-...-..	...-...	..-...-..	388	...-0	0	...-...	0	388
Kentwood, Mich. (1,7)	P	21-20-40	8,775-12,000	Y-13,200-25	313	246-79	215	20-11	23	44
	F	5-5-43	8,400-9,900	None	76	67-88	60	5-2	5	4
Kerrville, Tex.	P	31-27-40	6,150-7,200	Y-7,410-05	144	131-91	130	1-...	13	...
	F	23-21-56	5,160-6,000	Y-6,210-05	109	107-98	106	1-...	2	...
	R	16-11-40	4,680-5,520	Y-5,730-05	85	77-91	77	...-...	8	...
Kewanee, Ill. (7)	P	20-20-40	9,497-9,497	Y-9,977-25	252	247-98	195	40-12	5	...
	F	23-23-56	8,934-8,934	Y-9,414-25	300	300-100	229	48-23	0	...
Kingston b, Pa.	P	21-21-41	7,000-10,400	Y-11,800-30	209	202-97	202	...-...	7	...
	F	14-14-40	6,800-8,800	Y-9,680-30	173	138-80	138	...-...	35	...

Table 1/21 continued

POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Kingston b, Pa. (cont'd)	R	...-...-32	6,607-6,607	Y-7,207-30	311	231-74	231	...-...	80	...
Kinston, N.C.	P	63-56-40	6,455-7,473	None	638	529-83	476	48-5	43	66
	F	58-57-72	6,450-7,107	None	497	444-89	398	40-6	18	35
	R	53-34-40	5,096-5,886	None	470	350-74	314	32-4	38	82
Kirkland, Wash. (7)	P	27-21-40	9,720-12,480	None	372	335-90	293	35-7	4	33
	F	13-12-45	9,684-12,600	None	250	203-81	189	11-3	3	44
Kirksville, Mo.	P	22-22-40	5,990-5,990	None	152	152-100	137	8-7	...	...
	F	13-13-96	5,532-5,532	None	75	75-100	68	4-3	...	...
Kittery t, Me. (1,7)	P	16-15-40	6,464-7,436	None	168	139-83	115	20-4	7	22
Klamath Falls, Ore. (7)	P	31-31-40	8,070-9,432	None	462	392-85	322	43-27	30	40
	F	41-41-56	7,398-8,628	None	598	467-78	388	52-27	98	33
La Grange, Ga.	P	47-44-45	6,198-7,176	None	438	372-85	331	36-5	10	56
	F	34-34-72	5,907-6,843	None	296	238-80	211	23-4	0	58
	R	51-34-40	4,410-4,867	None	356	262-74	234	23-5	33	61
La Grange v, Ill. (1,7)	P	27-22-40	11,580-13,500	None	554	469-85	450	...-19	12	73
	F	17-17-56	11,340-13,200	None	304	265-87	256	...-9	13	26
La Grange Park v, Ill. (1,7)	P	28-24-40	11,040-12,232	Y-14,065-15	442	391-88	341	37-13	9	42
La Marque, Tex.	P	19-19-40	7,800-8,688	Y-9,213-25	252	191-76	146	14-31	14	47
	F	7-7-72	7,800-8,688	Y-9,213-25	89	70-79	53	5-12	...	19
	R	18-0-40	5,865-5,865	None	266	187-70	125	10-52	17	62
La Porte, Ind.	P	39-39-40	7,761-8,300	Y-...-..	348	330-95	315	...-15	18	...
	F	49-49-40	7,761-8,300	Y-...-..	441	428-97	408	...-20	13	...
	R	21-21-40	6,323-...	None	77	32-42	20	7-5	45	...
La Verne, Calif. (7)	P	19-16-40	10,548-12,816	None	387	321-83	269	39-13	21	45
	F	5-5-60	10,296-12,504	None	110	78-71	65	9-4	11	21
Ladue, Mo. (7)	P	26-20-40	9,540-10,428	Y-10,478-10	461	365-79	343	6-16	17	79
	F	25-25-40	9,540-10,428	Y-10,478-10	289	265-92	255	...-10	5	19
Lafayette, Calif. (3,4,7)										
Laguna Beach, Calif. (7)	P	54-39-40	11,364-13,920	Y-15,252-25	844	777-92	680	57-40	25	42
	F	33-32-63	10,866-12,720	Y-13,920-25	556	490-88	423	40-27	48	18
	R	1-0-40	...-...	..-...-..	...	...-..	...	...-...	...	...
Lake Forest, Ill. (1)	P	40-31-40	10,512-13,464	Y-13,464-05	590	570-97	479	85-6	20	0
	F	17-17-56	10,254-13,134	Y-13,134-05	376	306-81	254	50-2	70	0
	R	12-12-40	8,214-10,506	Y-10,506-05	146	138-95	122	15-1	8	0
Lake Worth, Fla.	P	61-59-40	9,360-10,500	None	801	694-87	596	92-6	24	83
	F	30-30-56	8,280-10,080	None	381	349-92	291	54-4	7	25
	R	49-21-40	6,444-...	Y-7,584-20	524	377-72	321	51-5	56	91
Lamesa, Tex.	P	19-15-40	6,768-7,068	Y-9,252-25	182	158-87	139	17-2	0	24
	F	11-11-68	5,691-5,940	Y-8,124-25	93	76-82	67	8-1	0	17
	R	13-7-40	4,356-4,356	Y-7,116-25	100	75-75	67	7-1	0	25
Lancaster v, N.Y. (1)	P	15-15-40	8,440-11,063	Y-11,463-15	323	287-89	212	60-15	21	15
	F	...-...-..	...-...	..-...-..	15	...-0	0	...-...	2	13
	R	28-6-40	6,000-8,237	None	596	440-74	355	69-16	37	119
Lansdale b, Pa. (1,7)	P	27-20-40	10,250-11,600	Y-12,528-20	390	351-90	319	8-24	21	18
Laramie, Wyo.	P	31-29-40	6,774-8,304	Y-9,134-19	331	268-81	258	6-4	28	35
	F	31-31-56	6,390-7,836	Y-8,619-19	309	287-93	263	20-4	4	18
	R	16-10-40	5,688-6,972	Y-7,669-19	158	108-68	106	...-2	22	28
Larkspur, Calif. (7)	P	18-18-40	10,344-12,576	None	132	120-91	101	15-4	12	...
	F	16-16-63	10,092-12,276	None	153	131-86	112	15-4	22	...
Las Vegas, N.M.	P	44-38-44	5,400-...	Y-...-..	219	179-82	158	19-2	10	30
	F	10-10-44	4,800-...	Y-...-..	54	33-61	29	3-1	9	12
	R	13-13-40	4,500-...	Y-...-..	106	65-61	59	6-...	9	32
Latrobe b, Pa. (1)	P	24-22-40	8,745-9,550	Y-9,837-24	312	275-88	226	30-19	...	37
	F	...-...-..	...-...	..-...-..	113	25-22	23	1-1	65	23
	R	12-6-40	7,363-7,821	Y-7,946-24	193	134-69	114	13-7	9	50
Lauderdale Lakes, Fla. (7)	P	43-43-40	9,479-10,973	Y-12,070-10	499	443-89	413	22-8	56	0
	F	10-10-54	9,479-10,973	Y-12,070-10	99	90-91	84	4-2	9	0
Lawndale, Calif. (3,4,7)										
Lawrence tp, N.J. (1,7)	P	43-39-40	9,729-12,660	Y-13,860-..	667	651-98	577	58-16	16	...
	F	1-1-45	7,000-9,100	Y-9,900-..	44	10-23	7	...-3	...	34
Lebanon, Tenn.	P	20-20-40	6,474-...	None	...	...-..	...	...-...	...	...
	F	19-19-40	6,474-...	None	...	...-..	...	...-...	...	...
	R	...-...-..	4,680-...	None	...	...-..	...	...-...	...	...
Ledyard t, Conn. (1,7)	P	5-5-40	6,448-8,278	None	50	49-98	47	1-1	0	1
	F	2-2-40	6,448-7,613	None	28	10-36	10	...-...	6	12
Lees Summit, Mo. (7)	P	44-33-40	7,824-9,888	None	414	313-76	277	28-8	30	71
	F	32-32-56	7,236-9,504	None	268	211-79	184	22-5	22	35
Leesburg, Fla.	P	40-33-40	7,238-11,804	None	498	393-79	337	54-2	31	74
	F	25-24-56	6,828-11,544	None	276	235-85	209	25-1	15	26
	R	38-26-40	4,734-6,531	None	304	204-67	186	18-...	34	66
Levelland, Tex.	P	17-12-40	6,490-6,540	Y-6,582-01	163	138-85	123	11-4	4	21
	F	4-4-56	5,974-6,024	Y-6,066-01	66	37-56	33	3-1	20	9
	R	14-7-40	4,942-4,992	Y-4,072-01	199	96-48	86	8-2	69	34
Lexington, N.C.	P	47-46-48	6,000-7,680	Y-7,690-10	498	423-85	384	32-7	20	55

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Totel personnel, no. uniformed, duty hours per week	Entrence, maximum salery ($)	Longevity pay, meximum ($), no. yeers to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries end wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Lexington, N.C. (cont'd)	F	37-37-70	6,600-7,620	Y-8,040-30	334	309-93	278	25-6	0	25
	R	44-27-40	4,680-5,512	None	375	226-60	207	15-4	52	97
Liberal, Kan.	P	23-22-40	7,368-9,168	None	260	185-71	161	17-7	49	26
	F	8-8-56	6,672-8,304	None	108	99-92	87	9-3	1	8
	R	17-0-48	6,048-6,804	None	140	111-79	96	11-4	11	18
Liberty, Mo. (7)	P	28-20-40	8,190-10,230	None	313	239-76	209	25-5	19	55
	F	22-22-54	7,890-9,870	None	193	169-88	143	22-4	5	19
Libertyville v, Ill.	P	29-24-40	10,452-13,008	None	646	365-57	323	36-6	25	256
	F	15-14-56	10,452-13,008	None	196	158-81	142	14-2	8	30
Lincoln, Ill. (7)	P	24-20-40	8,544-8,544	Y-10,184-39	220	215-98	215	...-...	5	0
	F	20-20-56	8,544-8,544	Y-10,184-39	181	175-97	175	...-...	6	0
Lock Haven, Pa. (7)	P	18-15-40	7,825-8,165	Y-8,965-20	183	164-90	149	9-6	0	19
	F	3-3-40	7,200-8,050	Y-8,850-20	55	41-75	37	3-1	0	14
Logan, Utah	P	26-25-44	7,368-9,000	Y-9,000-05	361	276-76	232	37-7	29	56
	F	28-28-56	6,846-7,992	Y-7,992-05	311	289-93	246	36-7	5	17
	R	12-0-40	5,952-7,020	None	135	107-79	90	14-3	7	21
Logansport, Ind. (7)	P	34-34-40	8,290-8,290	None	466	427-92	325	96-6	19	20
	F	45-45-63	8,290-8,290	None	656	599-91	397	194-8	36	21
Lomita, Calif. (3,4,7)										
Longmeadow t, Mass. (7)	P	27-24-40	8,874-10,212	Y-...-..	441	405-92	397	...-8	8	28
	F	16-16-48	8,874-10,212	Y-...-..	206	197-96	193	...-4	0	9
Los Alamitos, Calif. (3,7)	P	24-17-40	10,572-12,984	None	418	414-99	356	44-14	4	. . .
Los Altos, Calif. (7)	P	28-27-40	11,670-13,836	None	526	474-90	423	37-14	13	39
	F	40-39-56	11,376-13,500	None	815	657-81	584	53-20	15	143
Los Gatos, Calif. (3,7)	P	30-26-40	11,172-13,608	None	684	545-80	462	69-14	33	106
Loveland, Colo.	P	30-30-40	8,244-10,332	Y-10,812-08	321	278-87	259	13-6	1	42
	F	13-13-72	7,200-9,024	Y-9,444-08	142	97-68	64	30-3	8	37
	R	8-5-40	5,760-7,200	Y-7,536-08	94	50-53	45	3-2	6	38
Lower Allen tp, Pa. (1,7)	P	12-12-40	7,680-9,698	Y-10,698-15	164	124-76	114	6-4	9	31
Lower Providence tp, Pa. (1,7)	P	14-13-40	10,600-12,091	Y-12,691-15	267	249-93	228	10-11	11	7
	F	...-...-..	...-...	..-...-..	28	...-0	. . .	...-...	28	. . .
Lower Southampton tp, Pa. (1,7)	P	23-23-40	9,837-11,650	Y-11,950-05	440	346-79	315	18-13	20	74
Lynbrook v, N.Y. (1)	P	46-45-40	11,119-14,874	Y-15,874-15	1,072	1,059-99	800	231-28	13	. . .
	F	...-...-..	...-...	..-...-..	19	...-0	. . .	...-...	19	. . .
	R	49-49-40	8,625-10,294	Y-10,894-15	565	540-96	478	27-35	25	. . .
Lyndhurst tp, N.J. (1,7)	P	46-46-40	8,545-11,130	Y-11,686-20	782	697-89	564	112-21	. . .	85
Lyndhurst, Ohio	P	26-24-40	9,330-11,200	Y-11,700-..	443	381-86	328	38-15	18	44
	F	20-20-56	9,330-11,200	Y-11,700-..	291	272-93	230	30-12	0	19
	R	12-7-44	8,800-8,800	Y-9,300-..	162	134-83	115	10-9	0	28
Lynnfield t, mass. (1,7)	P	18-17-40	9,000-10,200	Y-11,000-11	307	275-90	275	...-...	16	16
	F	6-6-50	9,000-10,200	Y-11,000-11	125	101-81	101	...-...	13	11
McAlester, Okla. (7)	P	28-14-40	5,748-7,068	None	286	271-95	187	...-84	15	. . .
	F	27-27-72	5,292-6,504	None	218	215-99	170	...-45	3	. . .
McCandless tp, Pa. (1,7)	P	25-20-40	8,992-11,250	Y-11,270-03	396	329-83	289	16-24	5	62
	F	...-...-..	...-...	..-...-..	58	...-0	. . .	...-...	. . .	58
McComb, Miss.	P	26-20-48	5,190-5,190	Y-6,000-01	215	154-72	134	19-1	11	50
	F	16-16-72	5,190-5,190	Y-6,000-01	162	97-60	86	10-1	53	12
	R	15-12-48	4,942-4,942	None	143	74-52	67	6-1	25	44
McKinney, Tex. (7)	P	30-30-40	7,398-8,916	Y-9,042-03	304	260-86	232	23-5	1	43
	F	16-16-72	6,498-6,972	Y-7,200-01	164	122-74	108	11-3	3	39
McMinnville, Ore. (7)	P	17-17-40	8,436-10,500	None	191	172-90	147	17-8	4	15
	F	6-6-40	9,036-11,232	None	110	85-77	70	7-8	6	19
McMinnville t, Tenn.	P	23-23-40	5,568-5,820	None	201	165-82	137	24-4	8	28
	F	16-16-40	5,190-5,316	None	121	94-78	78	14-2	1	26
	R	14-9-50	5,511-5,772	None	97	77-79	67	8-2	0	20
McPherson, Kan. (7)	P	19-19-40	6,660-7,620	Y-8,040-24	196	159-81	124	33-2	10	27
	F	9-9-70	7,200-7,440	Y-7,820-24	123	109-89	73	35-1	0	14
Madera, Calif.	P	29-25-40	8,710-10,570	None	361	349-97	287	45-17	1	11
	F	18-18-68	8,100-9,840	None	229	217-95	178	29-10	4	8
	R	8-5-40	6,350-7,720	None	221	102-46	82	14-6	62	57
Madison, Ind. (1)	P	23-23-40	7,800-8,000	Y-9,280-20	200	200-100	200	...-...	. . .	. . .
	R	21-8-42	5,242-5,542	None	158	131-83	125	6-...	27	. . .
Madison b, N.J. (7)	P	33-33-40	9,045-12,060	Y-15,060-30	625	609-97	539	60-10	16	. . .
	F	11-11-42	9,045-12,060	Y-15,060-10	228	180-79	157	19-4	48	. . .
Madisonville, Ky.	P	26-23-40	4,419-5,877	Y-6,117-20	300	218-73	211	7-...	5	77
	F	41-41-..	4,419-5,877	Y-6,117-20	479	288-60	280	8-...	101	90
	R	17-17-40	4,472-4,472	None	594	280-47	265	15-...	12	302
Mamaroneck v, N.Y. (1)	P	46-45-40	10,712-12,563	None	897	793-88	588	178-27	2	102
	F	...-...-..	...-...	..-...-..	72	...-0	. . .	...-...	72	. . .
	R	19-18-40	7,440-9,055	None	398	222-56	170	41-11	23	153
Manheim tp, Pa. (1,7)	P	23-21-40	8,681-10,632	Y-11,052-20	369	292-79	263	16-13	14	63
Mansfield t, Conn. (1)	P	4-4-40	7,696-10,348	Y-10,698-20	75	39-52	35	3-1	5	31
	R	3-0-40	...-...	None	70	33-47	28	3-2	33	4
Manteca, Calif.	P	29-23-40	9,504-11,556	None	364	303-83	280	23-...	17	44

Table 1/21 continued

POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Manteca, Calif. (cont'd)	F	9-8-60	9,060-10,992	None	114	99-87	91	8-...	5	10
	R	13-8-40	6,756-8,208	None	196	113-58	104	9-...	31	52
Maple Shade tp, N.J. (1,7)	P	22-19-40	7,150-10,250	None	388	321-83	297	23-1	22	45
Maplewood tp, N.J. (7)	P	55-54-40	9,924-12,576	Y-13,833-25	1,179	1,049-89	889	134-26	89	41
	F	54-51-42	9,924-12,576	Y-13,833-25	1,030	995-97	836	134-25	10	25
Marietta, Ohio (7)	P	24-20-40	7,480-8,930	Y-8,970-10	372	307-83	252	45-10	17	48
	F	36-36-56	7,090-8,330	Y-8,770-10	697	360-52	304	43-13	...	337
Marinette, Wis.	P	21-21-40	8,763-8,763	Y-...-04	269	230-86	188	41-1	7	32
	F	19-19-56	8,611-8,611	Y-...-04	218	201-92	167	33-1	1	16
	R	9-6-40	7,758-7,758	Y-...-03	146	75-51	66	9-...	...	71
Marion, Ill. (7)	P	13-9-48	8,400-9,480	Y-9,520-05	138	119-86	100	19-...	7	12
	F	7-7-48	8,400-9,480	Y-9,520-05	153	77-50	61	16-...	6	70
	R	3-2-40	7,140-7,140	None	59	33-56	29	4-...	0	26
Marquette, Mich.	P	36-33-40	7,926-9,348	Y-9,573-30	465	420-90	342	56-22	15	30
	F	31-31-56	7,350-7,800	Y-8,025-30	389	340-87	276	45-19	8	41
	R	7-6-40	7,940-8,220	Y-8,445-30	104	75-72	60	10-5	0	29
Marshall, Tex.	P	41-38-40	6,654-7,068	Y-8,118-25	336	299-89	291	5-3	17	20
	F	34-33-72	6,654-7,068	Y-8,118-25	362	289-80	269	18-2	29	44
	R	35-20-40	4,368-4,368	None	257	186-72	170	14-2	57	14
Marshfield t, Mass. (7)	P	47-44-38	9,380-10,548	Y-10,648-10	651	593-91	593	...-...	58	...
	F	34-34-48	9,245-10,397	Y-10,497-10	458	360-79	360	...-...	37	61
Martinez, Calif. (3,7)	P	37-29-40	11,934-14,868	None	664	555-84	476	61-18	7	102
Martins Ferry, Ohio (1)	P	18-15-40	6,456-7,080	None	192	165-86	136	13-16	5	22
	R	12-8-40	5,044-5,803	None	112	63-56	53	5-5	0	49
Martinsville, Va.	P	50-48-40	7,032-9,468	None	488	426-87	385	28-13	8	54
	F	20-20-84	6,696-8,568	None	213	188-88	169	13-6	2	23
	R	37-26-40	5,366-5,928	None	242	190-79	173	9-8	26	26
Massena v, N.Y.	P	27-27-40	7,435-8,954	Y-9,254-16	296	290-98	248	42-...	6	...
	F	8-8-40	6,739-8,174	None	72	72-100	72	...-...	...	...
	R	6-4-45	5,967-7,301	None	47	47-100	47	...-...	...	...
Maumee, Ohio (1,7)	P	25-22-40	10,040-11,290	Y-...-..	534	412-77	356	41-15	20	102
	F	2-2-40	...-...	Y-...-..	75	33-44	29	3-1	...	42
Mayfield, Ky. (7)	P	29-29-40	5,770-5,925	None	247	229-93	203	23-3	0	18
	F	35-35-72	5,774-5,924	None	291	255-88	222	24-9	0	36
Mayfield Heights, Ohio	P	35-29-40	9,600-12,425	Y-13,145-20	458	458-100	395	44-19	...	...
	F	20-20-56	9,600-12,425	Y-13,145-20	277	277-100	234	31-12	...	...
	R	30-22-40	7,592-9,838	Y-10,558-20	295	248-84	212	20-16	47	...
Maywood b, N.J. (1)	P	24-23-40	8,685-11,732	Y-12,318-20	444	418-94	364	43-11	...	26
	R	8-6-42	8,500-8,800	Y-9,240-20	79	79-100	79	...-...	...	...
Menominee, Mich.	P	17-17-40	7,538-7,914	Y-...-05	178	147-83	147	...-...	9	22
	F	16-16-56	6,655-7,093	Y-...-05	179	127-71	127	...-...	3	49
	R	4-0-40	7,010-7,010	Y-...-05	98	43-44	43	...-...	36	19
Menomonie, Wis. (7)	P	25-22-41	8,304-9,762	None	352	286-81	223	45-18	9	57
	F	18-18-56	7,296-8,556	None	219	197-90	157	28-12	3	19
Mequon, Wis. (1,7)	P	24-23-40	10,167-12,481	Y-12,856-25	566	460-81	361	85-14	31	75
	F	1-1-40	...-...	..-...-..	77	64-83	58	4-2	5	8
Merced, Calif.	P	54-41-40	9,990-11,772	None	802	665-83	575	84-6	31	106
	F	40-39-59	9,528-11,232	None	673	614-91	529	81-4	7	52
	R	23-1-40	7,206-8,472	None	400	232-58	204	25-3	64	104
Mercer Island, Wash. (1,7)	P	32-26-40	9,900-12,000	None	508	419-82	370	40-9	20	69
	F	12-11-56	9,900-12,000	None	241	200-83	189	8-3	2	39
Merriam, Kan. (7)	P	18-0-40	8,748-...	Y-...-05	221	165-75	146	16-3	15	41
	F	4-0-48	8,328-...	Y-...-05	57	46-81	41	4-1	...	11
Miamisburg, Ohio	P	23-19-40	9,580-11,380	None	396	332-84	283	36-13	12	52
	F	17-17-56	9,580-11,380	None	293	261-89	212	38-11	4	28
	R	5-4-40	6,801-8,070	None	125	54-43	44	5-5	1	70
Middleborough t, Mass.	P	33-30-40	8,211-9,359	None	358	293-82	283	...-10	65	0
	F	23-23-48	7,358-8,900	None	216	184-85	177	...-7	32	0
	R	6-4-40	6,572-8,213	None	77	52-68	49	...-3	25	0
Middleburg Heights, Ohio (7)	P	28-24-40	8,000-11,300	Y-11,900-20	429	337-79	292	32-13	26	66
	F	15-15-60	8,000-11,300	Y-11,900-20	215	184-86	157	20-7	10	21
Middlesborough, Ky.	P	23-23-40	5,002-5,002	Y-5,511-..	163	133-82	129	4-...	7	23
	F	20-20-60	4,587-5,189	Y-5,543-..	127	115-91	110	5-...	1	11
	R	11-11-44	4,721-...	None	94	59-63	53	6-...	0	35
Middletown, N.Y.	P	49-47-40	7,700-10,250	None	771	745-97	558	170-17	26	...
	F	38-38-40	7,600-10,000	None	521	505-97	380	114-11	16	...
	R	14-1-40	7,200-7,520	None	195	160-82	124	32-4	35	...
Middletown tp, Pa. (1,4)										
Midlothian v, Ill. (1,7)	P	26-26-44	13,188-13,512	None	328	328-100	319	3-6	...	0
	F	...-...-..	...-...	..-...-..	50	50-100	50	...-...	...	0
Mill Valley, Calif. (7)	P	23-23-40	10,668-12,960	None	390	354-91	269	52-33	5	31
	F	14-14-68	10,416-12,648	None	317	256-81	195	38-23	44	17
Millbrae, Calif. (7)	P	25-20-40	11,436-13,236	Y-13,560-10	498	451-91	394	42-15	8	39
	F	18-17-56	12,216-14,856	None	382	309-81	270	30-9	51	22
Millburn tp, N.J.	P	67-58-40	10,300-12,737	Y-13,537-25	963	963-100	963	...-...	...	...

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Reported expenditures (in thousands)					
					Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Millburn tp, N.J. (cont'd)	F	57-56-42	10,300-12,737	Y-13,537-25	810	810-100	810	...-...	...	...
	R	11-10-48	9,020-11,161	Y-11,661-25	142	142-100	142	...-...	...	...
Millville, N.J.	P	48-48-40	6,678-10,852	Y-11,395-25	694	589-85	519	46-24	0	105
	F	4-4-40	6,678-10,852	Y-11,395-25	107	81-76	65	11-5	0	26
	R	11-11-40	6,615-6,864	Y-7,207-25	110	90-82	72	14-4	0	20
Milwaukie, Ore. (7)	P	28-23-40	10,284-11,340	None	376	323-86	264	35-24	27	26
	F	28-27-56	9,684-11,196	None	424	401-95	329	42-30	4	19
Mineral Wells, Tex.	P	32-27-40	6,468-6,804	Y-7,284-04	274	274-100	217	22-35	...	...
	F	6-6-40	6,468-6,804	Y-7,284-04	53	53-100	45	5-3	...	...
	R	29-21-40	4,596-4,824	Y-5,304-04	175	175-100	161	11-3	...	...
Mission, Tex.	P	21-21-48	5,250-5,700	Y-...-..	145	100-69	100	...-...	8	37
	F	4-4-48	5,250-5,700	Y-...-..	33	21-64	21	...-...	2	10
	R	23-12-45	4,212-4,212	None	224	90-40	90	...-...	94	40
Moberly, Mo.	P	29-27-40	5,700-6,420	None	231	199-86	179	20-...	7	25
	F	19-19-72	5,700-6,300	None	151	141-93	120	21-...	0	10
	R	12-12-40	5,100-5,340	None	148	77-52	68	9-...	51	20
Monessen, Pa. (7)	P	21-21-40	9,025-9,625	Y-11,069-20	240	235-98	215	3-17	...	5
	F	4-4-40	...-...	..-...-..	98	51-52	44	4-3	16	31
Monroe t, Conn. (1,7)	P	22-21-40	8,350-10,300	Y-10,400-10	252	224-89	182	27-15	...	28
Monroe, Mich.	P	45-42-40	8,715-11,918	Y-12,168-25	907	651-72	536	86-29	37	219
	F	39-39-56	8,715-11,918	Y-12,168-25	668	557-83	468	66-23	4	107
	R	44-12-40	8,266-8,466	Y-8,716-25	288	215-75	195	16-4	0	73
Montclair, Calif. (7)	P	55-38-40	11,316-13,428	None	844	746-88	668	57-21	28	70
	F	34-33-63	10,704-12,684	None	613	532-87	475	41-16	39	42
Montville t, Conn. (1,7)	P	5-5-42	7,500-9,100	None	88	84-95	78	4-2	4	...
	F	3-0-48	6,300-7,500	None	77	31-40	27	2-2	46	...
Moon tp, Pa. (1,7)	P	20-19-40	10,330-11,230	Y-11,730-20	279	238-85	227	...-11	...	41
Moorestown tp, N.J. (3)	P	35-29-40	8,876-11,000	None	559	532-95	496	36-...	27	...
	R	18-11-40	6,375-7,926	None	173	156-90	156	...-...	17	...
Morganton, N.C.	P	37-37-40	6,110-8,346	Y-8,679-..	385	365-95	316	42-7	4	16
	F	26-26-56	5,642-7,722	Y-8,030-..	240	205-85	178	23-4	1	34
	R	18-18-40	4,498-6,110	Y-6,354-..	136	114-84	98	13-3	1	21
Morristown t, N.J.	P	45-43-40	9,471-12,589	Y-12,589-10	756	752-99	685	44-23	...	4
	F	23-23-42	9,471-12,589	Y-12,589-10	820	375-46	342	21-12	443	2
	R	7-4-40	6,821-7,731	Y-7,731-10	114	82-72	73	6-3	32	...
Morristown, Tenn. (7)	P	45-44-40	6,386-8,154	Y-8,274-05	475	375-79	309	56-10	17	83
	F	40-39-72	5,782-7,384	Y-7,504-05	447	316-71	258	48-10	5	126
	R	21-12-40	4,118-5,242	Y-5,362-05	229	109-48	92	10-7	81	39
Morrisville b, Pa. (1)	P	10-9-40	8,617-10,177	None	187	168-90	131	29-8	5	14
	R	4-0-48	8,736-8,736	None	136	49-36	42	4-3	51	36
Morton v, Ill. (1,7)	P	17-17-40	9,480-10,440	Y-11,066-..	...	...-..	...	...-...	...	...
Moscow, Idaho (1,7)	P	24-24-40	8,418-9,204	None	268	230-86	199	25-6	4	34
	F	...-...-40	8,088-8,088	None	60	24-40	22	2-...	6	30
Moses Lake, Wash. (7)	P	17-12-40	8,124-9,408	None	298	245-82	207	27-11	1	52
	F	14-14-60	8,100-9,408	None	181	153-85	140	11-2	0	28
Moultrie, Ga.	P	36-35-48	6,240-7,592	None	309	224-72	224	...-...	22	63
	F	34-34-60	5,616-7,228	None	205	184-90	184	...-...	8	13
	R	35-19-45	4,656-5,709	None	302	163-54	163	...-...	87	52
Mounds View v, Minn.										
Moundsville, W. Va.	P	17-14-40	7,888-7,888	Y-8,368-15	187	167-89	153	4-10	8	12
	F	20-20-48	7,443-7,443	Y-7,923-15	192	171-89	157	4-10	9	12
	R	14-8-44	6,865-6,865	None	159	116-73	105	6-5	31	12
Mount Clemens, Mich.	P	48-44-40	11,770-13,656	Y-14,656-25	847	762-90	606	121-35	5	80
	F	23-22-56	11,214-12,998	Y-13,998-25	544	437-80	348	69-20	50	57
	R	19-2-40	9,256-10,218	Y-11,218-25	435	295-68	243	35-17	0	140
Mount Holly tp, N.J. (1)	P	24-19-40	8,838-11,118	Y-11,674-09	403	321-80	274	27-20	13	69
	F	...-...-..	...-...	..-...-..	20	2-10	...	...-2	4	14
	R	7-5-40	5,814-7,345	Y-7,712-09	59	50-85	39	7-4	5	4
Mount Laurel tp, N.J. (1)	P	29-22-42	8,276-10,562	Y-11,090-07	384	304-79	262	30-12	19	61
	R	6-4-40	6,177-7,882	Y-8,276-07	66	61-92	54	6-1	...	5
Mount Olive tp, N.J. (1)	P	22-21-40	9,200-12,200	Y-12,810-15	359	302-84	259	29-14	15	42
	R	10-10-44	8,214-9,564	Y-10,042-15	184	128-70	109	15-4	31	25
Mount Pleasant, Mich. (7)	P	24-20-40	7,787-...	Y-...-..	...	...-..	...	...-...	...	...
	F	9-9-56	7,920-...	Y-...-..	...	...-..	...	...-...	...	...
Mount Vernon, Ohio	P	31-26-40	6,870-...	Y-8,280-09	317	279-88	249	25-5	0	38
	F	19-19-56	6,870-...	Y-8,280-09	204	188-92	163	21-4	0	16
Mountlake Terrace, Wash. (7)	P	20-20-40	10,273-11,837	None	351	328-93	290	25-13	19	4
	F	7-7-42	9,292-10,231	None	116	101-87	89	8-4	5	10
Mundelein v, Ill. (1,7)	P	34-27-40	9,652-12,530	None	557	466-84	399	53-14	32	59
	F	9-8-56	9,652-12,530	None	180	151-84	136	11-4	17	12
Murray, Ky.	P	20-17-40	6,124-6,462	Y-7,062-24	201	161-80	132	21-8	8	32
	F	26-26-80	6,124-6,462	Y-7,062-24	260	173-67	142	21-10	60	27
	R	22-22-40	5,670-6,000	Y-6,600-24	273	150-55	125	16-9	88	35
Murray, Utah (7)	P	30-24-40	7,668-9,204	Y-10,656-16	360	301-84	251	41-9	12	47
	F	11-11-56	7,404-8,988	Y-10,656-16	140	99-71	82	15-2	4	37

Table 1/21 continued

POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Muscatine, Iowa	P	29-26-40	8,753-9,644	Y-...-..	379	330-87	256	69-5	11	38
	F	34-34-56	8,753-9,644	Y-...-..	435	376-86	315	55-6	14	45
	R	9-2-40	6,531-7,450	Y-...-..	169	104-62	99	3-2	65	...
Nampa, Idaho (7)	P	36-36-40	6,600-7,908	None	354	328-93	286	34-8	26	0
	F	29-29-56	6,882-7,680	None	241	240-100	221	14-5	1	0
Naples, Fla.	P	58-53-40	8,750-10,000	Y-12,862-20	1,146	1,051-92	492	22-537	27	68
	F	18-18-40	8,250-8,500	Y-10,933-20	282	149-53	140	6-3	122	11
	R	51-10-40	6,760-8,200	Y-10,547-20	467	317-68	278	35-4	30	120
Naugatuck b, Conn.	P	42-42-40	7,841-9,027	None	577	492-85	392	75-25	...	85
	F	29-29-42	8,393-9,058	Y-9,208-20	428	303-71	272	14-17	...	125
	R	7-7-40	7,516-7,516	None	164	144-88	63	78-3	...	20
Nederland, Tex.	P	10-10-40	8,907-9,459	Y-...-..	179	135-75	122	9-4	3	41
	F	8-8-72	8,907-9,459	Y-...-..	116	92-79	82	7-3	1	23
	R	9-9-40	7,280-7,820	Y-...-11	187	101-54	91	7-3	5	81
Neenah, Wis.	P	47-40-40	9,360-10,680	Y-10,980-20	688	619-90	535	53-31	12	57
	F	42-42-56	8,760-10,680	Y-10,980-20	541	516-95	463	21-32	3	22
	R	12-0-40	8,986-8,986	None	162	121-75	102	10-9	18	23
New Bern, N.C.	P	38-29-48	6,864-8,760	Y-...-..	344	344-100	312	28-4	...	...
	F	18-18-72	...-...	None	152	152-100	134	15-3	...	...
	R	34-19-40	4,646-5,929	Y-...-..	214	214-100	190	20-4	...	...
New Braunfels, Tex.	P	28-28-40	6,696-7,284	Y-8,334-25	291	212-73	193	17-2	40	39
	F	32-32-72	5,850-6,360	Y-7,410-25	296	234-79	213	19-2	14	48
	R	23-12-45	4,560-4,896	None	153	121-79	111	9-1	15	17
New Brighton v, Minn. (1,7)	P	20-19-40	9,984-13,068	None	320	278-87	241	29-8	13	29
New Castle, Ind.	P	45-45-40	6,900-7,720	Y-8,080-03	364	333-91	317	...-16	31	0
	F	29-29-40	6,900-7,720	Y-8,080-03	245	224-91	211	...-13	21	0
	R	16-0-40	5,566-5,907	None	79	79-100	72	...-7	0	0
New Milford b, N.J. (1,7)	P	32-29-40	9,833-11,893	Y-12,487-15	565	521-92	462	44-15	0	44
	F	...-...-..	...-...	..-...-..	69	6-9	3	...-3	31	32
New Philadelphia, Ohio	P	21-17-40	8,376-8,928	None	263	226-86	192	22-12	13	24
	F	19-19-52	8,376-8,928	None	191	177-93	147	20-10	4	10
	R	9-6-40	7,606-8,611	None	123	79-64	68	7-4	21	23
New Ulm, Minn. (1,7)	P	17-13-40	9,163-9,163	None	401	296-74	211	62-23	14	91
	F	...-...-..	...-...	..-...-..	69	31-45	1	30-...	1	37
Newark, Del. (1)	P	53-46-40	9,913-10,981	Y-11,981-15	767	649-85	551	73-25	23	95
	R	20-11-40	7,550-7,550	Y-8,550-20	274	209-76	179	20-10	2	63
Newark v, N.Y. (1,7)	P	20-19-40	8,838-9,438	Y-10,038-15	248	229-92	188	33-8	9	10
	F	5-5-40	...-...	Y-...-15	75	57-76	45	10-2	12	6
	R	2-0-44	...-...	Y-...-15	52	27-52	26	1-...	...	25
Newburyport, Mass. (7)	P	28-28-40	7,500-9,720	Y-9,920-15	318	317-100	309	...-8	1	...
	F	28-28-42	7,200-9,720	Y-9,920-15	341	333-98	325	...-8	8	...
	R	...-...-..	...-...	..-...-..	252	252-100	252	...-...	...	...
Newnan, Ga. (7)	P	36-31-42	6,115-8,611	None	407	263-65	235	22-6	96	48
	F	23-23-66	6,115-8,611	None	208	170-82	157	8-5	28	10
	R	34-23-40	4,368-6,115	None	286	209-73	193	11-5	34	43
Newton, Kan.	P	22-20-44	7,182-8,844	Y-9,244-24	291	243-84	182	52-9	6	42
	F	22-22-66	7,182-8,844	Y-9,244-24	274	266-97	196	60-10	0	8
	R	14-8-44	6,600-6,600	Y-7,000-24	135	117-87	100	11-6	12	6
Newtown tp, Pa. (1,7)	P	12-12-40	10,062-11,100	Y-12,458-12	254	214-84	174	28-12	0	40
Niles, Mich. (7)	P	27-25-40	9,323-9,323	Y-10,276-20	367	367-100	308	59-...	0	...
	F	22-22-56	7,979-9,551	Y-10,105-20	278	278-100	231	47-...	0	...
Niles, Ohio (7)	P	32-32-42	8,748-10,548	Y-11,148-25	404	378-94	313	41-24	6	20
	F	31-31-54	8,748-10,548	Y-11,148-25	392	372-95	309	41-22	2	18
Norco, Calif. (4,7)	F	6-6-72	8,562-10,152	None	91	76-84	70	4-2	1	14
North Augusta, S.C.	P	29-25-40	6,720-9,951	Y-...-..	285	220-77	191	25-4	16	49
	F	12-12-72	6,360-8,171	Y-...-..	162	92-57	83	7-2	48	22
	R	34-27-45	5,532-6,886	None	286	223-78	200	18-5	28	35
North Branford t, Conn. (1,7)	P	11-11-40	7,314-9,482	None	129	106-82	106	...-...	0	23
	R	...-...-..	...-...	..-...-..	...	...-..	...	...-...	...	...
North Brunswick tp, N.J. (1)	P	33-31-40	8,450-11,950	Y-12,308-09	622	507-82	438	56-13	115	0
	R	25-19-40	8,195-8,195	Y-8,361-10	186	186-100	159	20-7	0	0
North Canton, Ohio (1,7)	P	22-16-40	8,847-9,960	Y-10,460-20	313	258-82	227	24-7	11	44
	F	...-...-..	...-...	..-...-..	42	19-45	19	...-...	8	15
	R	...-...-..	...-...	..-...-..	93	4-4	4	...-...	0	89
North College Hill, Ohio (1,7)	P	10-9-40	9,889-11,334	None	194	151-78	128	19-4	4	39
	F	...-...-..	...-...	..-...-..	39	32-82	30	...-2	2	5
North Providence t, R.I. (1,7)	P	44-32-37	7,100-8,600	Y-8,772-07	440	440-100	355	70-15	...	...
	F	14-13-50	7,100-7,850	Y-7,850-07	146	146-100	119	22-5	...	...
North Reading t, Mass. (7)	P	20-19-40	8,665-10,106	None	285	250-88	250	...-...	10	25
	F	16-15-48	8,351-9,741	None	253	205-81	205	...-...	11	37
North Richland Hills t, Tex. (7)	P	34-31-40	6,900-7,800	Y-8,520-20	281	236-84	217	12-7	16	29
	F	20-18-56	6,600-6,900	Y-7,620-20	187	131-70	119	7-5	36	20
North Ridgeville, Ohio (7)	P	19-14-40	8,868-9,555	None	210	170-81	143	19-8	7	33
	F	13-13-56	8,868-9,555	None	212	149-70	124	18-7	54	9

Table 1/21 continued — POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
North Royalton, Ohio (1)	P	23-18-40	8,587-10,601	Y-11,151-25	336	287-85	241	23-23	9	40
	F	7-7-56	8,587-10,601	Y-11,151-25	128	107-84	94	7-6	0	21
	R	6-4-40	7,696-7,696	Y-7,846-15	62	47-76	37	6-4	0	15
North St. Paul v, Minn. (1,7)	P	13-13-39	11,190-13,068	None	220	190-86	162	19-9	13	17
	F	1-1-40	...-...	None	41	26-63	25	1-...	4	11
North Versailles tp, Pa. (1,7)	P	10-10-40	10,282-10,282	Y-11,282-21	. . .	...-..	. . .	...-...	. . .	. . .
Norton, Ohio (1,7)	P	17-13-40	8,403-9,069	None	208	167-80	145	16-6	12	29
	F	...-...-..	...-...	..-...-..	46	27-59	27	...-...	0	19
Norton Shores, Mich. (7)	P	20-19-40	9,046-10,975	Y-11,522-14	382	268-70	236	23-9	26	88
	F	5-5-48	9,046-10,975	Y-11,522-14	143	87-61	77	7-3	8	48
Norwalk, Ohio (7)	P	21-19-40	8,544-10,130	Y-10,910-25	395	288-73	214	60-14	65	42
	F	14-14-54	8,544-10,130	Y-10,910-25	272	209-77	150	50-9	41	22
	R	6-4-40	6,760-6,760	Y-7,720-25	. . .	...-..	. . .	...-...	. . .	. . .
Oak Forest, Ill. (7)	P	28-23-40	10,600-12,243	None	510	416-82	386	23-7	23	71
	F	9-8-56	10,500-11,130	None	238	151-63	139	10-2	59	28
Oakland Park, Fla.	P	59-54-40	9,594-12,111	Y-13,928-20	645	519-80	454	49-16	38	88
	F	33-29-56	9,240-11,196	Y-12,875-20	407	346-85	302	33-11	8	53
	R	29-1-40	6,744-7,992	Y-9,191-20	462	236-51	203	25-8	50	176
Oakwood, Ohio (5)	P	38-32-40	9,615-11,585	None	678	596-88	481	93-22	33	49
	R	10-2-40	7,176-8,860	None	185	113-61	99	9-5	8	64
Ocala, Fla.	P	72-61-40	7,295-10,395	None	728	728-100	653	64-11	. . .	. . .
	F	46-45-56	6,879-9,806	None	447	447-100	400	40-7	. . .	. . .
	R	57-24-40	4,838-6,880	None	366	366-100	325	33-8	. . .	. . .
Ocean City, N.J. (7)	P	67-61-40	8,135-9,152	Y-10,067-20	730	645-88	571	46-28	23	62
	F	47-47-40	8,135-9,152	Y-10,067-20	566	545-96	482	40-23	0	21
Ogdensburg, N.Y. (7)	P	25-25-40	7,455-9,505	Y-10,735-20	328	298-91	242	49-7	14	16
	F	46-46-40	7,200-9,075	Y-10,200-20	473	453-96	371	72-10	7	13
Oil City, Pa. (7)	P	23-22-40	7,922-8,711	Y-9,000-20	259	231-89	214	4-13	5	23
	F	24-24-56	7,922-8,576	Y-9,326-20	267	236-88	208	15-13	6	25
Okmulgee, Okla. (7)	P	26-23-40	4,800-5,640	None	210	210-100	140	3-67	0	0
	F	26-25-40	4,800-5,640	None	247	247-100	141	4-102	0	0
	R	21-21-40	4,260-5,040	None	171	171-100	107	5-59	0	0
Olathe, Kan.	P	32-32-40	7,830-9,720	None	342	291-85	263	23-5	4	47
	F	23-23-56	6,660-8,280	None	245	221-90	196	18-7	6	18
	R	15-15-40	5,712-7,080	None	201	109-54	98	8-3	35	57
Olympia, Wash.	P	41-36-40	9,612-11,940	Y-12,060-15	704	533-76	490	30-13	5	166
	F	42-41-56	9,612-11,940	Y-12,060-15	622	545-88	504	29-12	17	60
	R	12-1-40	7,692-10,296	Y-10,500-15	256	148-58	131	15-2	4	104
Oneonta, N.Y. (7)	P	32-31-40	7,600-8,200	None	414	372-90	288	71-13	42	0
	F	18-18-40	7,300-7,900	None	240	228-95	181	35-12	12	0
Orangeburg, S.C.	P	36-35-40	6,760-7,436	None	439	331-75	288	43-...	7	101
	F	32-32-67	5,733-7,593	None	288	245-85	220	25-...	3	40
	R	43-36-40	4,368-5,950	Y-...-05	265	190-72	177	13-...	28	47
Oregon, Ohio (1,7)	P	30-30-40	10,795-12,168	Y-12,168-..	507	403-79	336	42-25	21	83
	F	3-3-40	...-...	Y-...-..	213	68-32	64	3-1	101	44
Ormond Beach, Fla. (5)	P	26-22-40	7,236-9,236	None	287	223-78	203	11-9	19	45
	F	10-9-40	7,236-9,236	None	116	86-74	80	4-2	8	22
	R	22-16-40	5,949-5,949	None	259	137-53	120	9-8	57	65
Ossining v, N.Y. (1)	P	51-47-40	11,245-12,348	None	878	791-90	575	189-27	48	39
	F	...-...-..	...-...	..-...-..	125	3-2	3	...-...	62	60
	R	13-8-40	8,285-9,942	None	238	126-53	91	28-7	28	84
Oswego, N.Y. (7)	P	44-42-40	8,883-9,833	Y-10,933-20	610	568-93	477	69-22	0	42
	F	60-55-65	7,350-8,350	Y-9,460-20	782	723-92	560	132-31	0	59
Ottawa, Ill.	P	28-26-40	9,010-9,010	Y-...-..	403	315-78	229	67-19	17	71
	F	25-25-56	9,010-9,010	Y-...-..	379	302-80	223	62-17	16	61
Ottawa, Kan. (7)	P	17-17-40	6,889-7,827	None	184	146-79	128	14-4	9	29
	F	13-13-96	6,889-7,454	None	542	119-22	104	12-3	409	14
Overland, Mo. (1,7)	P	52-39-40	8,208-9,720	Y-...-05	462	446-97	414	18-14	16	. . .
Owosso, Mich. (7)	P	27-25-40	8,460-10,500	Y-11,000-06	382	349-91	294	40-15	8	25
	F	35-35-56	9,150-10,450	Y-10,882-06	451	426-94	352	52-22	1	24
Oxford t, Mass. (1,7)	P	16-12-40	8,090-9,727	None	190	168-88	168	...-...	7	15
	F	...-...-..	...-...	..-...-..	38	19-50	19	...-...	10	9
Oxford, Miss. (1)	P	2-2-48	6,120-6,840	None	27	19-70	16	2-1	3	5
Oxford, Ohio (1)	P	18-13-40	8,839-10,468	Y-...-10	233	181-78	156	16-9	22	30
	F	...-...-..	...-...	..-...-..	14	8-57	8	...-...	6	. . .
	R	7-4-40	6,666-8,424	Y-...-10	119	85-71	73	7-5	5	29
Ozark, Ala.	P	30-26-48	5,280-5,742	..-...-..	175	162-93	162	...-...	. . .	13
	F	10-10-..	3,600-4,356	..-...-..	75	64-85	64	...-...	. . .	11
Pacific Grove, Calif. (7)	P	26-23-40	9,444-11,484	None	325	277-85	242	32-3	16	32
	F	17-16-63	9,000-10,932	None	272	217-80	187	27-3	13	42
	R	...-...-..	...-...	None	149	91-61	78	11-2	17	41
Palm Springs, Calif. (7)	P	100-71-40	10,344-12,576	None	1,451	1,208-83	1,017	167-24	0	243
	F	45-43-62	9,852-11,976	None	752	661-88	567	83-11	0	91
Palos Verdes Estates, Calif. (7)	P	22-22-40	11,268-13,368	Y-14,371-21	454	390-86	343	39-8	20	44

Table 1/21
continued

POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Reported expenditures (in thousands)					
					Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Palos Verdes Estates, Calif. (cont'd)	F	17-17-58	10,734-12,732	Y-13,687-21	339	304-90	269	31-4	4	31
Pampa, Tex.	P	29-20-40	6,420-7,416	Y-8,466-25	251	223-89	199	18-6	17	11
	F	39-38-54	6,408-6,780	Y-7,830-25	325	309-95	275	25-9	3	13
	R	30-0-40	5,340-5,940	None	235	189-80	166	16-7	4	42
Paragould, Ark. (1)	P	20-20-..	4,692-5,562	..-...-..	129	102-79	102	...-...	4	23
	F	14-14-..	4,692-5,562	..-...-..	107	74-69	74	...-...	28	5
	R	29-19-..	4,356-4,692	..-...-..	134	89-66	89	...-...	16	29
Paris, Tex.	P	42-32-40	6,210-6,420	Y-7,470-25	517	283-55	256	21-6	186	48
	F	35-35-63	6,210-6,420	Y-7,470-25	278	248-89	230	13-5	6	24
	R	7-1-40	4,368-4,680	None	65	44-68	40	3-1	0	21
Pasco, Wash. (7)	P	28-22-40	9,380-10,980	None	497	414-83	353	38-23	2	81
	F	28-25-49	9,504-11,160	None	320	296-93	265	16-15	6	18
Patchogue v, N.Y. (1,4)	F	4-0-48	5,902-5,902	None	113	44-39	37	6-1	0	69
	R	13-0-40	6,987-6,987	None	104	93-89	85	4-4	0	11
Pendleton, Ore. (7)	P	27-22-40	8,358-9,960	None	351	287-82	245	36-6	16	48
	F	29-29-56	8,034-9,576	None	339	323-95	277	40-6	4	12
Peters tp, Pa. (1,7)	P	11-7-40	10,000-10,000	Y-10,200-03	180	164-91	152	6-6	10	6
Phoenixville b, Pa. (1)	P	30-27-40	8,653-10,796	Y-11,660-25	287	280-98	277	3-...	7	...
	R	26-0-40	7,197-9,422	Y-10,176-25	131	119-91	113	6-...	12	...
Picayune, Miss.	P	19-19-48	5,700-6,300	None	1,529	118-8	106	11-1	7	1,404
	F	10-10-48	5,400-5,700	None	86	61-71	54	6-1	25	...
	R	8-8-40	4,680-4,888	None	104	51-49	44	6-1	53	...
Piedmont, Calif. (1,4,7)	P	22-22-40	11,652-13,368	None	342	342-100	294	48-...	...	...
	F	22-22-63	10,704-12,300	None	359	359-100	309	50-...	...	...
Pinellas Park, Fla. (7)	P	38-32-40	7,901-9,962	Y-11,157-17	413	360-87	326	27-7	36	17
	F	16-15-56	7,710-9,720	Y-10,886-17	190	168-88	137	28-3	19	3
Pinole, Calif. (7)	P	18-16-40	10,614-12,588	None	414	342-83	300	36-6	11	61
	F	10-10-56	10,314-12,228	None	266	227-85	202	21-4	1	38
Pitman b, N.J. (1)	P	18-17-40	8,449-9,375	None	272	236-87	203	25-8	3	33
	R	15-8-40	7,008-8,254	None	186	133-72	116	11-6	6	47
Pittsburg, Calif. (7)	P	43-32-40	11,520-13,656	Y-14,676-20	618	618-100	617	...-1	...	...
	F	24-24-72	10,428-12,372	Y-13,296-20	325	325-100	324	...-1	...	...
Pittsburg, Kan. (5,7)	P	31-31-40	6,684-7,068	None	296	235-79	207	27-1	23	38
	F	31-31-56	6,684-7,068	None	256	247-96	217	29-1	2	7
Placentia, Calif. (7)	P	42-35-40	10,991-13,915	None	589	540-92	476	54-10	49	...
	F	32-31-30	10,610-12,750	None	364	339-93	299	33-7	25	...
Plainview, Tex.	P	28-26-40	6,480-7,884	Y-9,084-25	338	243-72	213	20-10	49	46
	F	28-28-56	6,480-7,884	Y-9,084-25	287	253-88	231	14-8	12	22
	R	16-16-40	5,064-6,024	Y-7,220-25	688	164-24	141	13-10	495	29
Plainville t, Conn. (1,7)	P	29-28-40	9,198-11,253	None	478	420-88	373	28-19	14	44
	F	1-0-40	...-...	..-...-..	92	38-41	36	1-1	2	52
Plano, Tex.	P	43-38-40	8,310-9,300	Y-...-..	478	384-80	353	26-5	31	63
	F	51-46-56	6,390-7,680	Y-...-..	357	297-83	273	20-4	26	34
	R	27-16-40	5,096-6,656	Y-...-..	368	208-57	191	14-3	45	115
Plant City, Fla.	P	44-38-40	8,089-8,089	Y-9,809-30	372	323-87	266	50-7	12	37
	F	26-25-56	6,989-6,989	Y-8,488-30	214	177-83	165	9-3	7	30
	R	29-15-40	5,334-5,334	Y-6,469-30	271	175-65	161	10-4	43	53
Plantation, Fla. (1,7)	P	53-46-40	10,868-12,064	Y-12,896-16	774	665-86	593	57-15	32	77
Plattsburgh, N.Y.	P	44-44-40	8,200-9,450	Y-10,950-19	751	713-95	545	146-22	9	29
	F	47-47-40	8,200-9,450	Y-10,960-19	753	700-93	528	149-23	6	47
	R	9-7-40	8,403-8,503	Y-8,800-20	144	115-80	94	17-4	1	28
Pleasanton, Calif. (7)	P	31-31-40	11,904-14,496	None	748	487-65	436	35-16	38	223
	F	26-26-56	11,136-13,548	None	548	416-76	372	30-14	8	124
Pleasantville, N.J.	P	39-36-40	8,025-9,400	Y-10,152-20	401	401-100	401	...-...	...	...
	F	21-21-65	8,025-9,400	Y-10,152-20	224	224-100	224	...-...	...	...
	R	24-4-40	7,350-7,350	Y-7,992-20	200	200-100	200	...-...	...	...
Plymouth, Mich. (7)	P	22-18-40	10,360-14,135	Y-14,735-22	400	334-84	281	31-22	6	60
	F	10-10-56	9,805-13,935	Y-14,535-22	215	194-90	169	15-10	...	21
Plymouth v, Minn. (1)	P	23-22-40	10,504-12,459	None	343	276-80	238	29-9	3	64
	F	...-...-..	...-...	..-...-..	463	433-94	430	1-2	9	21
Plymouth tp, Pa.	P	22-17-40	8,800-11,720	Y-12,520-20	403	340-84	291	37-12	8	55
	R	10-6-40	7,904-8,944	None	180	101-56	87	10-4	17	62
Pompton Lakes b, N.J. (1)	P	23-19-40	9,282-11,630	Y-...-20	329	329-100	329	...-...	...	...
	R	9-4-40	...-...	..-...-..	93	93-100	93	...-...	...	...
Poplar Bluff, Mo. (7)	P	30-26-40	6,000-6,000	Y-6,312-03	268	230-86	206	19-5	38	...
	F	31-31-72	5,676-5,676	Y-6,164-05	419	219-52	196	17-6	200	...
Port Angeles, Wash.	P	30-29-40	10,032-11,136	None	403	326-81	287	23-16	15	62
	F	13-13-56	9,324-11,196	Y-11,606-10	208	173-83	160	9-4	2	33
	R	11-11-40	7,980-9,264	None	259	144-56	123	14-7	18	97
Port Hueneme, Calif. (2)	P	21-19-40	10,272-12,228	None	410	330-80	283	41-6	17	63
	R	4-1-40	7,488-8,868	None	131	36-27	31	4-1	0	95
Port Neches, Tex.	P	11-10-40	8,436-8,639	Y-...-..	141	101-72	88	10-3	6	34
	F	8-8-56	8,234-8,639	Y-...-..	101	82-81	72	8-2	3	16
	R	8-5-40	7,176-7,176	Y-...-..	125	67-54	61	4-2	22	36

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Porterville, Calif. (7)	P	31-25-40	8,970-10,164	None	441	343-78	305	33-5	51	47
	F	21-21-63	7,938-9,432	None	258	239-93	212	24-3	5	14
	R	10-6-40	6,192-7,008	None	118	84-71	73	10-1	8	26
Portsmouth t, R.I.	P	21-21-38	7,176-8,216	None	225	190-84	190	...-...	9	26
	F	22-22-42	7,696-8,216	None	206	189-92	189	...-...	...	17
	R	2-2-40	7,696-7,696	None	33	...-0	...	...-...	...	33
Prescott, Ariz.	P	32-25-45	7,392-10,026	None	348	288-83	226	58-4	24	36
	F	28-28-60	6,871-9,548	None	279	234-84	215	15-4	6	39
	R	18-0-40	5,383-7,481	None	160	124-78	101	21-2	10	26
Princeton b, N.J. (1,7)	P	32-28-42	10,000-12,750	Y-13,750-25	524	484-92	425	45-14	40	...
Pulaski t, Va.	P	25-25-40	5,680-7,068	None	183	166-91	153	8-5	...	17
	F	10-10-72	4,900-5,465	None	112	65-58	59	4-2	34	13
	R	12-8-45	5,200-6,178	None	154	76-49	70	4-2	48	30
Pullman, Wash. (7)	P	27-21-40	8,436-9,480	None	411	304-74	255	31-18	9	98
	F	12-12-56	8,496-9,828	None	197	144-73	132	6-6	12	41
Puyallup, Wash.	P	31-29-40	9,816-12,156	None	500	431-86	378	40-13	7	62
	F	22-22-54	9,816-12,156	None	321	279-87	263	15-1	5	37
	R	13-3-40	9,732-9,732	None	210	157-75	133	16-8	4	49
Randolph tp, N.J. (1,7)	P	23-17-40	9,100-12,700	Y-13,970-25	468	399-85	363	34-2	14	55
	F	...-...-..	...-...	..-...-..	59	...-0	0	...-...	0	59
Ravenna, Ohio (7)	P	16-16-40	7,945-9,651	Y-...-..	271	225-83	197	19-9	19	27
	F	11-11-40	7,945-9,651	Y-...-..	169	152-90	125	21-6	3	14
Red Wing, Minn.	P	24-23-40	9,012-10,693	None	367	308-84	247	52-9	21	38
	F	27-27-56	8,903-10,500	None	332	308-93	278	17-13	8	16
	R	11-7-40	7,446-8,549	None	144	109-76	96	9-4	12	23
Redding, Calif.	P	51-40-40	8,986-12,043	None	918	706-77	605	84-17	60	152
	F	32-31-72	9,031-12,096	None	530	436-82	368	53-15	17	77
	R	29-25-40	8,570-10,670	None	487	304-62	258	34-12	95	88
Reidsville, N.C.	P	39-36-43	7,536-11,700	Y-...-..	469	343-73	307	32-4	43	83
	F	23-22-72	6,204-9,624	Y-...-..	269	174-65	156	15-3	49	46
	R	27-18-40	4,860-7,536	Y-...-..	249	192-77	172	17-3	37	20
Richmond, Ky.	P	26-25-40	5,538-5,538	None	328	173-53	155	17-1	3	152
	F	34-34-72	5,412-5,412	None	329	170-52	160	9-1	...	159
	R	39-32-40	4,595-4,595	None	382	197-52	185	11-1	1	184
Ridgefield t, Conn. (7)	P	32-30-..	8,966-10,900	None	423	368-87	335	31-2	15	40
	F	16-16-42	8,966-10,900	None	228	205-90	184	20-1	7	16
	R	2-2-40	7,600-7,600	None	27	19-70	18	1-...	...	8
Ridgefield b, N.J. (1,4,7)	P	30-29-40	10,400-12,800	Y-14,720-25	534	522-98	456	53-13	12	0
River Rouge, Mich.	P	46-45-40	14,040-14,040	Y-14,540-20	990	941-95	720	179-42	24	25
	F	32-32-56	14,040-14,040	Y-14,540-20	701	687-98	528	130-29	5	9
	R	17-17-40	11,200-11,200	Y-11,700-20	16	16-100	...	...-16	...	...
Riverside v, Ill. (1,7)	P	19-17-42	10,260-13,800	None	341	328-96	282	33-13	13	...
	F	...-...-..	...-...	..-...-..	11	11-100	...	...-11	...	...
Riverview, Mich. (1,7)	P	23-21-..	11,436-13,250	Y-13,750-09	467	430-92	360	52-18	10	27
	F	...-...-..	...-...	..-...-..	309	121-39	116	3-2	23	165
Roanoke Rapids, N.C.	P	32-26-42	6,074-7,758	None	277	227-82	192	31-4	14	36
	F	25-24-72	5,782-7,384	None	225	196-87	167	26-3	7	22
	R	26-15-45	4,867-6,201	None	263	148-56	126	19-3	83	32
Rock Springs, Wyo. (7)	P	25-19-42	7,800-8,400	None	241	191-79	169	13-9	15	35
	F	15-15-56	7,800-8,400	None	160	132-83	115	12-5	8	20
Rockledge, Fla.	P	19-19-40	7,300-7,300	None	174	141-81	128	13-...	16	17
	F	17-17-40	7,000-7,000	None	113	90-80	82	8-...	12	11
	R	44-44-40	4,992-4,992	None	313	229-73	210	19-...	30	54
Rocky Hill t, Conn. (1,7)	P	24-20-40	8,400-10,400	Y-10,700-04	384	331-86	292	15-24	23	30
Rocky River, Ohio	P	30-28-40	8,762-11,492	Y-12,009-20	566	481-85	408	54-19	18	67
	F	27-27-56	8,762-11,492	Y-12,009-20	514	406-79	345	45-16	79	29
	R	19-13-40	7,779-8,902	Y-9,303-20	253	207-82	180	16-11	...	46
Rolla, Mo.	P	24-19-40	4,932-4,992	Y-...-..	176	144-82	126	14-4	1	31
	F	13-13-72	4,433-5,070	Y-...-..	88	79-90	68	9-2	0	9
	R	20-20-40	4,524-4,524	Y-...-..	133	104-78	93	9-2	2	27
Rolling Meadows, Ill.	P	38-28-40	10,144-12,937	None	654	498-76	447	49-2	33	123
	F	18-17-56	10,144-12,937	None	25	25-100	...	25-...	...	...
	R	7-7-40	9,214-11,720	None	248	115-46	105	10-...	0	133
Romeoville v, Ill. (1,7)	P	30-25-40	9,800-12,780	None	319	267-84	244	15-8	15	37
	F	...-...-..	...-...	..-...-..	80	51-64	49	2-...	17	12
Roseburg, Ore. (7)	P	34-31-40	7,716-9,840	None	372	312-84	270	32-10	10	50
	F	30-24-56	7,344-9,372	None	399	352-88	309	33-10	5	42
Rosenberg, Tex. (1)	P	20-15-40	7,620-7,770	Y-...-..	196	166-85	149	8-9	12	18
	F	5-5-72	7,170-7,170	Y-...-..	66	50-76	43	4-3	4	12
	R	20-0-45	5,879-5,879	None	142	128-90	112	6-10	3	11
Roseville, Calif. (3)	P	40-28-40	9,468-11,229	None	568	474-83	409	57-8	3	91
	F	29-28-56	9,018-10,694	None	495	426-86	378	42-6	15	54
	R	13-6-40	7,788-8,380	None	215	145-67	128	14-3	15	55
Russellville, Ark. (7)	P	22-17-48	5,400-6,540	None	141	106-75	99	5-2	...	35

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Depart-ment	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expendi-tures (A) ($)	Total personnel expendi-tures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Russellville, Ark. (cont'd)	F	6-6-48	6,000-6,720	None	50	44-88	42	...-2	...	6
Rye, N.Y. (7)	P	47-44-40	10,855-13,195	Y-15,275-20	1,019	944-93	658	250-36	32	43
	F	17-17-42	11,064-13,449	Y-15,569-20	408	306-75	233	59-14	20	82
	R	8-8-40	7,705-9,368	Y-10,844-20	203	133-66	104	22-7	0	70
Saddle Brook tp, N.J. (1,7)	P	31-31-40	8,464-12,300	Y-12,700-04	555	509-92	430	35-44	...	46
	F	...-...-..	...-...	..-...-..	35	...-0	...	...-...	35	...
St. Albans, W. Va.	P	17-17-40	7,945-8,280	Y-8,545-20	181	137-76	129	8-...	6	38
	F	19-15-..	7,823-8,185	Y-8,427-20	138	131-95	117	8-6	1	6
	R	21-21-45	7,114-7,114	Y-7,714-20	203	168-83	147	18-3	...	35
St. Augustine, Fla.	P	40-27-22	7,904-9,568	None	354	300-85	280	15-5	19	35
	F	25-17-40	7,488-9,152	None	300	265-88	213	49-3	8	27
	R	16-8-40	4,576-5,486	None	102	86-84	78	6-2	2	14
St. Charles, Ill. (7)	P	36-28-40	10,426-12,246	None	441	419-95	386	26-7	22	...
	F	7-7-56	10,900-11,140	None	125	116-93	110	4-2	9	...
St. Francis, Wis. (7)	P	16-16-40	10,214-11,786	Y-11,906-10	278	268-96	217	40-11	10	...
	F	9-9-64	10,238-11,648	Y-11,828-15	160	157-98	126	25-6	3	...
St. Joseph, Mich.	P	27-24-40	9,569-10,329	Y-11,362-20	429	379-88	321	42-16	26	24
	F	22-22-56	9,079-10,014	Y-11,015-20	304	290-95	245	32-13	8	6
	R	14-0-40	6,489-9,167	Y-10,083-20	176	137-78	111	19-7	14	25
Salem t, N.H. (7)	P	40-33-40	7,686-9,342	None	519	434-84	395	21-18	26	59
	F	42-39-48	7,686-9,342	None	515	483-94	442	24-17	4	28
Salem, Ohio (7)	P	24-20-40	7,700-8,868	Y-9,108-20	282	239-85	201	24-14	12	31
	F	19-19-56	7,704-8,868	Y-9,108-20	204	182-89	153	19-10	8	14
Salem, Va.	P	35-33-40	7,200-11,326	None	317	299-94	270	21-8	18	...
	F	43-43-42	6,100-10,186	None	462	311-67	281	21-9	151	...
	R	60-60-44	5,788-6,500	None	399	386-97	351	27-8	13	...
Salisbury tp, Pa. (1,7)	P	10-10-40	8,100-9,500	Y-10,500-25	136	86-63	78	...-8	19	31
San Anselmo, Calif. (7)	P	22-17-40	11,280-13,380	None	391	342-87	282	44-16	12	37
	F	19-19-56	10,392-12,324	None	440	333-76	274	43-16	74	33
San Benito, Tex.	P	28-25-45	5,400-6,300	Y-7,032-25	165	134-81	123	10-1	2	29
	F	7-25-48	4,800-5,280	Y-6,000-25	53	46-87	43	3-...	2	5
	R	31-18-40	3,536-3,744	None	106	97-92	89	7-1	1	8
San Clemente, Calif. (1,7)	P	49-41-40	10,098-12,888	None	780	740-95	600	140-...	40	...
	F	13-13-72	8,730-10,334	None	133	90-68	73	17-...	43	...
San Dimas, Calif. (3,4,7)										
San Fernando, Calif.	P	40-30-40	11,640-13,284	None	734	623-85	540	74-9	17	94
	F	24-24-60	10,722-12,276	None	407	379-93	327	46-6	15	13
	R	4-0-40	9,066-11,028	None	86	48-56	42	5-1	3	35
San Marino, Calif. (7)	P	29-29-40	11,112-13,548	None	629	580-92	491	84-5	21	28
	F	24-24-56	10,572-12,888	None	480	456-95	385	66-5	5	19
San Pablo, Calif. (3,7)	P	45-38-40	11,364-13,764	None	778	710-91	614	78-18	26	42
Sand Springs, Okla.	P	21-21-40	6,120-6,338	None	148	128-86	115	6-7	4	16
	F	14-14-..	5,891-6,135	None	104	91-88	87	...-4	4	9
	R	22-16-40	4,500-5,166	None	161	139-86	125	7-7	0	22
Sanford, Fla.	P	66-49-44	8,076-9,861	Y-10,364-06	649	503-78	454	43-6	50	96
	F	42-42-56	6,988-8,528	Y-8,964-06	370	333-90	298	30-5	0	37
	R	21-11-40	4,950-6,032	Y-6,323-06	188	141-75	128	11-2	39	8
Sanford t, Me.	P	24-24-42	6,035-7,186	Y-7,905-14	294	248-84	222	13-13	2	44
	F	28-28-50	6,183-7,412	Y-8,114-14	298	254-85	232	14-8	4	40
	R	11-8-40	5,200-5,200	Y-5,720-14	106	62-58	59	3-...	0	44
Santa Fe Springs, Calif. (4,7)	F	66-61-56	11,424-13,836	Y-16,296-22	1,349	1,194-89	1,045	117-32	19	136
Santa Paula, Calif. (1)	P	34-29-40	10,164-12,084	None	537	469-87	421	44-4	15	53
	F	...-...-..	...-...	..-...-..	46	...-0	...	...-...	...	46
	R	6-4-40	6,756-8,040	None	122	70-57	62	7-1	4	48
Sapulpa, Okla.	P	31-26-40	5,868-6,672	None	250	222-89	205	12-5	15	13
	F	23-23-56	5,868-6,672	None	189	183-97	179	4-...	1	5
	R	23-13-40	5,040-5,796	None	173	143-83	129	12-2	1	29
Saratoga Springs, N.Y. (5)	P	48-44-40	8,061-9,834	None	538	538-100	538	...-...	...	...
	F	52-52-40	8,061-9,834	None	494	494-100	494	...-...	...	...
	R	4-4-48	8,150-7,350	None	30	30-100	30	...-...	...	...
Sault Ste. Marie, Mich. (7)	P	32-29-40	7,920-9,305	None	345	336-97	265	69-2	9	...
	F	29-29-56	7,130-8,750	None	254	250-98	198	51-1	4	...
Scarsdale v, N.Y.	P	53-49-40	11,425-13,350	None	1,034	937-91	729	169-39	21	76
	F	45-45-40	9,475-12,300	None	770	738-96	600	99-39	1	31
	R	44-27-40	10,973-10,973	Y-11,723-20	566	517-91	465	...-52	11	38
Schaumburg v, Ill. (7)	P	48-39-40	10,950-14,152	Y-14,552-20	729	673-92	618	35-20	26	30
	F	38-37-56	10,950-14,152	Y-14,552-20	569	524-92	466	41-17	27	18
Schiller Park v, Ill. (7)	P	27-23-40	10,600-12,600	Y-13,230-16	462	394-85	341	41-12	20	48
	F	11-11-56	10,600-12,600	Y-13,230-16	154	126-82	115	7-4	0	28
Scituate t, Mass. (7)	P	40-37-39	9,388-10,479	Y-10,679-20	540	528-98	528	...-...	12	...
	F	48-48-48	9,344-10,307	None	533	525-98	525	...-...	8	...
Scotch Plains tp, N.J. (7)	P	41-38-40	10,157-12,465	Y-12,714-05	738	665-90	580	68-17	2	71
	F	1-1-..	...-...	Y-...-05	57	38-67	36	2-...	...	19
Scott tp, Pa. (1,7)	P	24-20-40	10,296-10,896	Y-12,048-31	385	319-83	293	1-25	16	50
Scottsbluff, Neb.	P	30-25-40	7,189-8,580	Y-9,282-10	382	322-84	270	48-4	11	49

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Reported expenditures (in thousands)					
					Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Scottsbluff, Neb. (cont'd)	F	18-18-56	6,656-7,930	Y-8,580-10	240	184-77	144	37-3	25	31
	R	15-0-44	5,278-6,266	Y-6,786-07	193	135-70	123	9-3	30	28
Seal Beach, Calif. (7)	P	46-42-40	11,028-13,416	None	856	739-86	623	91-25	12	105
	F	29-29-56	10,764-13,080	None	453	384-85	323	45-16	4	65
Sedalia, Mo.	P	39-39-40	5,700-6,900	Y-7,458-15	354	275-78	256	14-5	35	44
	F	40-40-56	5,700-6,900	Y-7,458-15	334	274-82	266	3-5	47	13
	R	25-0-40	5,124-5,724	Y-6,236-15	225	143-64	126	14-3	51	31
Seguin, Tex.	P	26-17-40	7,072-8,507	Y-8,903-05	291	205-70	178	21-6	41	45
	F	14-13-72	6,323-7,613	Y-8,009-05	125	81-65	71	8-2	4	40
	R	21-13-40	3,640-4,929	Y-5,193-05	189	161-85	136	17-8	0	28
Seven Hills, Ohio (1)	P	10-9-40	8,847-10,998	Y-11,198-05	...	...-..	...	...-...	...	...
	R	5-0-40	7,947-7,947	None	...	...-..	...	...-...	...	...
Seymour t, Conn. (1,7)	P	19-19-40	9,360-9,880	None	295	286-97	252	12-22	9	...
Shamokin, Pa. (1)	P	20-14-40	6,700-7,500	None	161	143-89	134	7-2	3	15
	F	...-...-..	...-...	..-...-..	23	2-9	2	...-...	7	14
Sharonville, Ohio (1)	P	20-18-43	10,110-12,240	None	384	300-78	258	32-10	23	61
	R	15-0-43	9,035-10,410	None	123	66-54	59	6-1	23	34
Shawnee, Kan. (1,7)	P	36-34-40	9,000-10,860	None	433	399-92	344	39-16	28	6
	F	1-1-40	...-...	..-...-..	56	23-41	20	2-1	8	25
Sheffield, Ala.	P	26-26-40	6,000-6,000	None	199	199-100	199	...-...	...	...
	F	24-24-54	6,000-6,000	None	187	187-100	187	...-...	...	...
	R	28-28-45	5,200-5,200	None	144	144-100	144	...-...	...	...
Shelbyville, Ind.	P	30-24-48	7,600-7,600	Y-8,968-20	261	223-85	223	...-...	38	...
	F	23-23-56	7,600-7,600	Y-8,968-20	208	204-98	204	...-...	4	...
	R	12-9-48	6,200-6,200	None	71	46-65	44	2-...	25	...
Sheridan, Wyo.	P	25-19-40	6,300-6,900	Y-7,140-20	197	168-85	156	12-...	12	17
	F	16-16-56	5,700-6,900	Y-7,140-20	150	147-98	134	13-...	0	3
	R	13-5-40	5,106-5,232	Y-5,472-20	129	90-70	85	5-...	13	26
Shively, Ky.	P	23-23-40	7,062-7,878	Y-...-..	294	243-83	218	15-10	14	37
	F	23-23-56	7,200-8,136	Y-...-..	245	220-90	195	15-10	2	23
	R	12-0-40	6,448-6,448	None	116	100-86	90	5-5	...	16
Shoreview v, Minn. (2,4,7)										
Shrewsbury t, Mass. (7)	P	29-27-37	8,876-9,903	None	361	348-96	338	...-10	13	...
	F	29-29-42	8,876-9,903	None	357	348-97	338	...-10	9	...
Sidney, Ohio	P	24-20-40	8,976-10,799	Y-11,339-25	393	353-90	296	43-14	18	22
	F	19-19-56	8,976-10,799	Y-11,339-25	278	255-92	204	41-10	1	22
	R	10-5-40	7,026-8,430	Y-8,852-25	159	104-65	91	8-5	0	55
Sierra Madre, Calif. (1,7)	P	20-17-40	10,996-13,044	None	613	312-51	266	41-5	3	298
Sierra Vista, Ariz. (7)	P	31-21-40	8,316-13,524	None	268	206-77	171	27-8	16	46
	F	12-12-56	6,360-10,344	None	117	82-70	67	9-6	13	22
Sikeston, Mo. (7)	P	31-29-40	5,400-5,400	None	224	194-87	165	23-6	24	6
	F	8-8-72	5,642-5,642	None	98	51-52	45	5-1	40	7
Smithfield t, R.I. (7)	P	27-27-40	8,788-8,788	Y-8,964-07	576	366-64	293	58-15	161	49
	F	20-20-45	8,060-9,100	Y-9,555-07	337	265-79	211	42-12	53	19
Smyrna, Ga. (7)	P	33-32-40	7,260-9,060	None	338	291-86	268	17-6	22	25
	F	29-28-56	7,260-10,200	None	279	246-88	227	15-4	9	24
	R	25-15-40	5,200-7,540	None	243	188-77	175	11-2	10	45
Snyder, Tex.	P	17-12-40	7,320-7,620	Y-8,670-25	172	132-77	116	13-3	9	31
	F	10-10-72	6,120-6,780	Y-7,830-25	114	80-70	71	8-1	10	24
	R	8-0-40	4,800-6,240	Y-7,290-25	180	67-37	59	6-2	74	39
Solon, Ohio	P	31-26-40	9,682-11,920	Y-...-20	544	472-87	399	54-19	0	72
	F	18-18-56	9,932-12,170	Y-...-20	320	289-90	247	30-12	0	31
	R	8-6-40	...-...	Y-...-20	163	118-72	104	9-5	0	45
Somerset, Ky. (7)	P	27-27-40	5,072-5,493	Y-5,893-05	212	182-86	160	19-3	30	...
	F	19-19-40	5,072-5,493	Y-5,893-05	123	80-65	71	7-2	43	...
	R	21-13-40	4,056-4,160	Y-4,680-..	103	83-81	74	7-2	20	...
Somerville b, N.J. (1)	P	31-30-42	9,616-13,222	Y-13,486-20	481	392-81	392	...-...	...	89
	R	30-30-40	5,928-7,639	Y-8,250-20	93	79-85	79	...-...	...	14
South Brunswick tp, N.J. (1,7)	P	34-28-40	8,215-11,215	Y-11,495-06	391	391-100	342	33-16	0	...
	R	2-2-40	6,406-7,779	Y-7,974-06	23	23-100	20	2-1	0	...
South Burlington, Vt. (7)	P	25-21-40	7,100-7,800	None	282	244-87	220	17-7	13	25
	F	7-7-60	7,100-7,800	None	113	70-62	63	4-3	4	39
South El Monte, Calif. (3,4,7)										
South Holland v, Ill. (1,7)	P	22-19-40	12,261-13,065	Y-15,024-15	381	363-95	343	13-7	18	...
South Lake Tahoe, Calif. (7)	P	51-39-40	10,596-12,888	None	1,019	703-69	560	80-63	316	...
	F	36-35-60	10,344-12,576	None	563	547-97	442	61-44	16	...
South Miami, Fla. (6)	P	38-34-40	9,006-11,502	Y-12,192-..	497	470-95	418	43-9	27	...
	R	21-9-40	6,074-7,758	Y-8,223-..	246	244-99	207	30-7	2	...
South Plainfield b, N.J. (1,7)	P	44-43-40	10,718-12,802	Y-13,826-20	797	742-93	644	78-20	0	55
	F	...-...-..	...-...	..-...-..	228	45-20	42	2-1	65	118
South Portland, Me.	P	50-47-40	6,552-9,204	None	665	573-86	501	67-5	21	71
	F	56-55-48	6,500-9,100	None	646	541-84	499	37-5	32	73
	R	8-5-40	6,656-7,030	None	99	68-69	60	8-...	17	14
South Whitehall tp, Pa. (1,4,7)	P	11-10-42	8,326-...	None	109	99-91	99	...-...	10	...
South Windsor t, Conn. (1,7)	P	23-18-40	7,844-10,250	None	325	274-84	235	25-14	14	37

Table 1/21 continued

POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
South Windsor t, Conn. (cont'd)	F	...-...-..	...-...	..-...-..	17	13-76	12	1-...	0	4
Southbridge t, Mass. (7)	P	32-31-40	8,077-9,077	None	415	368-89	317	43-8	5	42
	F	28-28-48	7,693-8,645	None	333	315-95	270	38-7	4	14
Sparks, Nev. (7)	P	76-62-40	9,920-12,631	Y-13,351-30	979	792-81	722	46-24	3	184
	F	40-38-56	8,977-11,431	Y-12,151-30	628	549-87	500	32-17	6	73
Speedway t, Ind. (7)	P	30-27-40	8,016-9,048	None	381	289-76	267	14-8	7	85
	F	36-35-56	8,016-9,048	None	367	332-90	304	18-10	2	33
Spencer, Iowa (7)	P	13-12-48	7,740-9,540	Y-9,540-15	25	25-100	...	...-25	...	...
	F	29-27-48	4,050-...	None	11	11-100	...	...-11	...	...
Springdale, Ark.	P	22-19-40	7,110-...	Y-...-05	225	186-83	153	23-10	0	39
	F	25-25-..	6,308-...	Y-...-05	176	173-98	163	...-10	0	3
Springfield tp, N.J. (7)	P	37-36-40	9,794-13,223	Y-14,545-23	624	564-90	483	55-26	0	60
	F	17-17-40	9,794-13,223	Y-14,545-23	317	289-91	246	31-12	0	28
Springfield tp, Pa. (1)	P	31-26-42	9,776-11,705	Y-12,505-05	340	340-100	334	...-6	0	...
	R	12-8-42	6,552-8,008	None	127	111-87	105	6-...	16	...
Springfield t, Vt. (7)	P	19-19-40	7,506-9,345	None	185	179-97	154	14-11	6	...
	F	11-11-56	7,160-8,891	None	123	115-93	96	11-8	8	...
Starkville, Miss.	P	22-20-48	6,660-6,960	None	214	156-73	136	15-5	15	43
	F	15-15-84	6,420-6,720	None	143	99-69	85	9-5	34	10
	R	39-31-40	4,472-5,200	None	204	170-83	152	17-1	10	24
Statesville, N.C.	P	61-54-43	6,386-8,154	None	585	499-85	446	46-7	12	74
	F	48-48-56	6,074-7,758	None	418	374-89	326	43-5	2	42
	R	49-34-40	4,534-5,782	None	319	275-86	241	29-5	0	44
Sterling, Colo.	P	21-16-42	6,980-8,460	None	217	185-85	172	7-6	8	24
	F	6-6-42	6,270-8,460	None	81	64-79	59	3-2	7	10
	R	8-5-42	4,765-6,480	None	85	58-68	50	6-2	13	14
Sterling, Ill.	P	34-34-40	8,988-11,484	Y-11,484-20	551	541-98	310	213-18	10	...
	F	21-21-56	8,988-10,464	Y-10,464-20	249	240-96	240	...-...	9	...
	R	7-7-45	7,500-7,500	Y-7,800-..	137	91-66	91	...-...	46	...
Stevens Point, Wis. (7)	P	41-35-42	9,032-9,834	Y-10,254-20	431	431-100	377	53-1	...	0
	F	31-30-56	8,197-8,862	Y-9,842-20	311	311-100	290	20-1	...	0
	R	10-10-40	8,112-8,112	Y-9,008-20	102	102-100	88	14-...	...	...
Stillwater, Minn. (7)	P	14-12-40	10,248-11,808	None	203	168-83	140	24-4	12	23
	F	5-5-61	10,176-11,688	None	240	83-35	75	7-1	73	84
Stoneham t, Mass.	P	40-38-40	9,468-10,982	Y-11,132-20	623	565-91	550	...-15	15	43
	F	39-39-50	9,468-10,982	None	600	494-82	480	...-14	73	33
	R	10-6-40	7,966-8,694	Y-...-25	124	54-44	51	...-3	6	64
Stonington t, Conn. (1)	P	21-21-40	8,440-10,573	Y-10,973-05	380	317-83	254	49-14	10	53
	R	2-0-40	...-...	..-...-..	59	4-7	...	3-1	...	55
Stow, Ohio	P	28-24-40	9,480-15,253	Y-15,972-07	408	317-78	269	34-14	32	59
	F	22-22-40	9,480-15,253	Y-15,972-07	317	254-80	210	34-10	6	57
Streator, Ill.	P	25-25-40	8,885-...	Y-...-20	537	480-89	428	35-17	23	34
	F	16-16-56	9,050-...	Y-...-20	241	187-78	149	28-10	1	53
	R	8-5-40	7,813-...	Y-...-20	138	99-72	83	11-5	18	21
Strongsville, Ohio (1)	P	28-23-40	9,544-11,135	Y-12,135-25	399	315-79	263	36-16	18	66
	F	20-20-..	8,676-9,978	Y-10,978-25	300	244-81	204	26-14	49	7
	R	7-4-40	7,454-8,205	None	108	57-53	48	4-5	18	33
Struthers, Ohio (7)	P	20-20-40	7,596-9,461	Y-9,701-20	290	261-90	208	40-13	8	21
	F	9-9-56	7,596-9,461	Y-9,701-20	148	121-82	97	18-6	3	24
Sudbury t, Mass.	P	23-23-37	9,555-10,383	Y-10,755-15	342	267-78	239	17-11	6	69
	F	29-29-42	9,243-10,081	Y-10,438-15	428	341-80	306	22-13	4	83
Sulphur Springs, Tex.	P	22-17-48	6,576-7,100	Y-...-03	198	146-74	130	12-4	26	26
	F	17-17-72	5,505-6,076	None	117	106-91	94	8-4	1	10
	R	15-9-48	6,300-7,000	None	181	117-65	105	8-4	20	44
Sunbury, Pa. (1,7)	P	19-16-40	6,600-8,800	None	150	144-96	137	2-5	6	...
Swansea t, Mass. (1,7)	P	18-17-40	7,800-9,360	Y-9,760-20	263	216-82	208	...-8	44	3
	F	2-1-..	...-...	..-...-..	37	18-49	18	...-...	6	13
	R	1-1-40	...-...	..-...-..	164	7-4	7	...-...	...	157
Sweetwater, Tex.	P	21-20-40	6,557-6,979	Y-8,029-25	186	160-86	141	14-5	...	26
	F	18-18-72	6,290-6,694	Y-7,744-25	169	152-90	137	10-5	2	15
	R	14-14-40	4,350-5,223	None	124	83-67	73	6-4	1	40
Swissvale b, Pa.	P	19-19-40	8,500-10,025	Y-10,275-26	274	189-69	186	...-3	3	82
	F	6-6-72	9,500-9,500	Y-9,750-26	89	63-71	59	3-1	6	20
	R	7-4-40	7,946-7,946	None	169	71-42	64	6-1	41	57
Tenafly b, N.J. (1,7)	P	32-31-40	10,450-13,250	Y-14,575-20	571	571-100	491	60-20	...	...
The Dalles, Ore. (7)	P	25-19-40	8,112-9,264	Y-9,525-05	334	275-82	229	33-13	16	43
	F	24-24-56	7,560-8,640	Y-8,901-05	288	254-88	216	25-13	8	26
The Village, Okla.	P	18-14-48	7,560-8,400	Y-9,934-18	201	167-83	151	12-4	15	19
	F	13-13-56	7,560-8,400	Y-9,934-18	133	122-92	116	3-3	1	10
	R	18-18-40	6,060-6,480	None	152	135-89	117	14-4	0	17
Thomaston, Ga.	P	27-27-40	6,300-9,000	None	317	263-83	223	36-4	13	41
	F	17-17-48	6,000-8,700	None	154	139-90	121	16-2	2	13
	R	50-33-44	4,476-6,636	None	306	259-85	223	30-6	30	17
Thomasville, Ga.	P	36-36-44	5,856-7,476	Y-8,061-15	425	323-76	291	26-6	12	90

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Thomasville, Ga. (cont'd)	F	33-33-66	5,580-7,116	Y-7,674-15	332	297-89	267	23-7	7	28
	R	51-51-40	4,596-5,856	Y-6,315-15	371	250-67	223	19-8	29	92
Thomasville, N.C.	P	42-40-40	6,300-7,920	None	323	309-96	286	18-5	14	...
	F	35-35-84	6,300-7,920	None	304	249-82	227	17-5	55	...
	R	35-21-43	5,300-5,000	None	247	198-80	180	9-9	49	...
Thornton, Colo.	P	37-29-40	8,808-12,768	None	425	323-76	289	15-19	31	71
	F	25-25-40	8,430-12,216	None	368	240-65	212	14-14	49	79
	R	7-4-40	6,702-9,828	None	74	53-72	46	4-3	0	21
Tiffin, Ohio (7)	P	35-35-40	8,930-9,260	Y-10,002-15	480	394-82	331	50-13	52	34
	F	29-27-56	8,291-9,037	Y-9,760-15	368	347-94	272	64-11	7	14
Tifton, Ga.	P	37-37-40	5,772-...	None	...	...-..	...	...-...	...	...
	F	21-21-40	5,772-...	None	...	...-..	...	...-...	...	...
	R	50-50-40	4,368-...	None	...	...-..	...	...-...	...	...
Tinley Park v, Ill. (1,7)	P	33-29-40	10,000-11,860	Y-12,820-19	457	370-81	349	6-15	25	62
	F	...-...-..	...-...	..-...-..	26	...-0	...	...-...	...	26
Tiverton t, R.I. (7)	P	18-16-40	6,890-9,254	None	262	225-86	178	33-14	9	28
	F	17-17-48	6,500-8,472	None	233	181-78	143	26-12	40	12
Tonawanda, N.Y.	P	39-34-40	8,470-10,441	Y-10,841-11	558	547-98	449	83-15	11	...
	F	34-33-42	8,470-10,441	Y-10,841-11	501	499-100	410	75-14	2	...
	R	13-12-40	7,680-8,320	Y-8,720-10	190	130-68	101	23-6	60	...
Tooele, Utah (1)	P	16-16-40	6,315-7,678	None	163	128-79	114	11-3	0	35
	F	...-...-..	...-...	..-...-..	35	20-57	10	...-10	0	15
	R	6-4-40	6,000-7,500	None	66	33-50	29	3-1	0	33
Tracy, Calif. (7)	P	32-23-40	9,792-11,640	None	440	372-85	323	40-9	9	59
	F	17-16-60	9,552-11,352	None	281	239-85	212	23-4	8	34
Traverse City, Mich.	P	26-24-40	8,545-10,250	Y-10,968-25	357	334-94	275	47-12	3	20
	F	24-23-56	8,153-9,070	Y-9,705-25	326	286-88	229	44-13	1	39
	R	13-0-40	7,301-7,842	Y-8,382-25	228	145-64	126	12-7	...	83
Tredyffrin tp, Pa. (1,7)	P	37-35-42	10,400-12,350	Y-13,845-..	522	489-94	481	3-5	33	...
Trenton, Mich.	P	54-49-41	10,848-12,000	Y-12,375-20	936	834-89	729	105-...	4	98
	F	39-39-56	10,950-13,151	Y-13,526-20	693	647-93	560	87-...	1	45
	R	13-10-40	11,294-11,294	Y-11,669-20	326	155-48	155	...-...	0	171
Troy, Ohio	P	27-26-40	8,382-11,095	Y-...-..	411	356-87	303	37-16	1	54
	F	23-23-56	8,382-11,095	Y-...-..	358	301-84	255	34-12	13	44
	R	10-7-40	7,405-7,935	Y-...-..	168	94-56	84	8-2	0	74
Tulare, Calif.	P	38-28-40	8,604-10,440	None	433	426-98	350	62-14	7	...
	F	19-18-67	7,800-9,480	None	271	263-97	215	40-8	8	...
	R	12-4-40	6,228-7,476	None	116	104-90	88	13-3	12	...
Tullahoma, Tenn.	P	25-24-40	6,042-6,042	None	146	125-86	125	...-...	5	16
	F	22-22-48	6,042-6,042	None	172	129-75	129	...-...	6	37
	R	19-13-40	4,909-4,909	None	124	74-60	74	...-...	23	27
Tupelo, Miss.	P	54-54-48	6,012-6,888	None	577	454-79	437	12-5	0	123
	F	70-70-56	6,012-6,888	None	483	455-94	433	15-7	0	28
	R	81-62-40	5,013-5,013	None	490	371-76	333	37-1	0	119
Turlock, Calif.	P	30-26-40	9,852-11,976	None	404	390-97	312	71-7	14	...
	F	12-12-68	9,156-11,124	None	170	164-96	129	31-4	6	...
	R	7-7-40	7,008-8,520	None	61	61-100	57	3-1	0	...
Tuskegee, Ala.	P	33-33-40	5,064-5,064	None	219	219-100	219	...-...	...	...
	F	9-9-40	6,311-6,311	..-...-..	35	35-100	35	...-...	...	...
	R	30-30-40	5,096-5,096	..-...-..	155	155-100	155	...-...	...	...
Tustin, Calif. (7)	P	56-42-40	11,340-13,440	None	694	679-98	578	60-41	15	...
	F	27-26-63	10,626-12,600	None	323	318-98	270	31-17	5	...
Twin Falls, Idaho (7)	P	39-36-48	7,297-8,100	Y-8,400-05	428	348-81	300	39-9	18	62
	F	40-40-56	7,620-7,560	None	357	322-90	295	19-8	6	29
Ukiah, Calif. (7)	P	23-21-40	9,708-11,820	None	457	403-88	295	75-33	3	51
	F	15-15-63	9,240-11,256	None	321	256-80	185	50-21	49	16
	R	3-0-40	8,580-10,452	None	43	34-79	28	3-3	3	6
Union City, Calif. (7)	P	34-31-40	11,442-13,572	None	582	502-86	421	58-23	5	75
	F	24-24-56	10,896-12,912	None	377	356-94	301	40-15	2	19
University Park, Tex.	P	37-35-40	9,070-9,547	Y-10,597-25	458	398-87	356	39-3	17	43
	F	36-36-56	8,100-8,569	Y-9,619-25	361	332-92	295	34-3	4	25
	R	43-26-44	5,628-5,903	Y-6,910-25	468	301-64	269	28-4	53	114
Upper Merion tp, Pa. (1,7)	P	46-41-40	10,450-11,538	Y-12,538-25	646	575-89	497	37-41	36	35
Upper Moreland tp, Pa. (1)	P	29-29-40	10,520-11,642	Y-11,875-05	596	467-78	421	20-26	30	99
	F	...-...-..	...-...	..-...-..	41	...-0	0	...-...	0	41
	R	23-16-45	7,280-8,674	Y-8,847-05	254	192-76	156	22-14	0	62
Upper St. Clair tp, Pa. (1,7)	P	21-16-40	9,600-11,100	Y-11,900-15	404	350-87	304	27-19	8	46
Urbandale, Iowa (1)	P	24-20-40	8,320-10,344	None	246	196-80	178	13-5	...	50
	F	...-...-..	...-...	..-...-..	41	...-0	...	...-...	...	41
	R	7-5-40	5,486-8,008	None	119	68-57	62	5-1	...	51
Uvalde, Tex. (1)	P	15-11-40	6,240-6,894	Y-6,972-..	129	93-72	88	5-...	8	28
	F	3-3-40	4,800-5,901	Y-5,944-..	45	18-40	17	1-...	17	10
	R	16-11-44	4,080-4,488	None	96	65-68	60	4-1	10	21
Vacaville, Calif. (7)	P	44-34-40	10,380-12,312	Y-12,924-10	686	589-86	492	68-29	27	70

Table 1/21 continued POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Vacaville, Calif. (cont'd)	F	24-24-72	9,882-11,724	Y-12,312-10	390	346-89	291	39-16	11	33
Vandalia, Ohio (2,7)	P	24-18-38	9,772-11,879	None	367	317-86	266	32-19	3	47
	F	...-...-..	...-...	..-...-..	59	...-0	. . .	...-...	9	50
	R	...-...-..	...-...	..-...-..	117	...-0	. . .	...-...	. . .	117
Vernon, Tex.	P	20-20-44	6,120-6,360	Y-7,260-25	136	129-95	117	7-5	0	7
	F	18-18-72	5,664-5,904	Y-6,804-25	121	118-98	107	7-4	0	3
	R	16-10-40	4,608-4,836	Y-5,736-25	97	89-92	80	5-4	3	5
Vero Beach, Fla.	P	56-40-42	8,080-10,264	None	752	553-74	492	31-30	131	68
	F	32-31-56	7,804-9,988	None	365	295-81	258	20-17	6	64
	R	31-13-40	6,240-8,424	None	306	219-72	192	11-16	48	39
Victorville, Calif. (3,4,7)										
Vienna t, Va. (1)	P	27-26-40	9,526-12,532	Y-13,702-12	446	407-91	342	52-13	14	25
	R	13-7-40	6,032-7,571	Y-8,278-12	147	121-82	110	7-4	0	26
Vincennes, Ind.	P	35-28-40	6,960-7,800	None	220	211-96	199	...-12	9	. . .
	F	35-35-56	6,960-7,800	None	305	293-96	270	...-23	12	. . .
	R	16-14-16	5,943-6,351	None	103	100-97	100	...-...	3	. . .
Virginia, Minn.	P	23-23-40	7,558-7,798	Y-8,266-15	372	310-83	208	73-29	9	53
	F	26-26-40	7,220-7,430	Y-7,865-15	352	297-84	223	42-32	4	51
	R	9-0-40	6,500-6,500	Y-6,759-15	134	101-75	81	8-12	12	21
Wadsworth, Ohio (1)	P	23-17-40	8,052-12,024	Y-12,024-20	294	242-82	204	31-7	12	40
	F	...-...-..	...-...	..-...-..	56	25-45	23	1-1	22	9
	R	11-3-40	7,000-9,640	Y-10,000-20	132	94-71	84	7-3	21	17
Walker, Mich. (1)	P	16-15-40	8,643-11,029	Y-11,189-05	196	180-92	156	14-10	16	. . .
Walla Walla, Wash. (7)	P	37-30-40	9,042-10,356	Y-10,536-15	503	396-79	371	24-1	21	86
	F	51-50-40	9,042-10,356	Y-10,536-15	658	559-85	527	31-1	59	40
	R	16-15-40	6,895-9,129	Y-9,322-15	260	159-61	140	16-3	3	98
Walpole t, Mass. (1,7)	P	31-31-40	9,104-11,141	Y-11,441-15	496	454-92	444	...-10	42	0
	F	2-2-40	...-...	..-...-..	148	120-81	120	...-...	28	0
Warren t, R.I. (1,7)	P	18-15-40	7,285-8,410	None	220	214-97	182	24-8	6	. . .
	F	...-...-..	...-...	..-...-..	45	...-0	. . .	...-...	45	. . .
	R	17-9-40	6,448-7,176	None	192	167-87	131	29-7	25	. . .
Watertown, Wis.	P	28-26-40	8,374-9,940	Y-10,466-16	381	335-88	284	37-14	18	28
	F	20-19-68	7,176-8,545	Y-...-16	234	211-90	187	14-10	5	18
	R	8-6-40	7,745-7,745	Y-...-16	125	75-60	62	9-4	28	22
Waterville, Me.	P	35-31-42	9,886-...	Y-...-..	414	407-98	368	25-14	7	. . .
	F	114-24-56	7,076-...	Y-...-..	257	246-96	234	3-9	11	. . .
	R	4-2-40	7,263-8,985	None	34	34-100	30	3-1	. . .	. . .
Watsonville, Calif.	P	39-33-40	9,156-11,124	None	562	499-89	413	74-12	15	48
	F	16-15-60	9,384-11,400	None	330	288-87	239	43-6	18	24
	R	15-1-40	7,176-8,724	None	299	152-51	128	19-5	57	90
Waxahachie, Tex.	P	32-29-44	6,720-7,080	Y-8,130-25	274	218-80	212	3-3	20	36
	F	23-23-72	5,550-5,700	Y-6,750-25	169	152-90	143	6-3	6	11
	R	18-10-40	4,342-4,944	None	156	110-71	102	6-2	21	25
Waycross, Ga.	P	56-46-40	6,183-7,237	None	565	413-73	365	43-5	36	116
	F	29-29-..	5,875-6,826	None	213	201-94	178	21-2	0	12
	R	42-30-40	4,128-4,160	None	341	275-81	243	29-3	0	66
Wayland t, Mass. (7)	P	24-23-38	9,399-10,572	Y-10,872-30	400	354-89	345	...-9	15	31
	F	25-25-42	9,398-10,571	Y-10,871-30	404	366-91	357	...-9	23	15
Waynesboro b, Pa. (7)	P	15-15-42	7,000-9,019	None	162	137-85	119	15-3	4	21
	F	6-6-48	7,600-8,670	None	69	57-83	49	6-2	3	9
Weatherford, Tex.	P	22-18-40	6,770-6,739	Y-7,670-25	207	161-78	144	13-4	20	26
	F	11-11-56	5,678-6,000	Y-6,578-25	92	72-78	63	7-2	6	14
	R	13-0-40	5,072-5,346	Y-5,972-25	152	92-61	84	5-3	10	50
Webster t, Mass. (1,7)	P	25-24-40	8,570-9,000	None	375	325-87	325	...-...	6	44
	F	...-...-..	...-...	..-...-..	115	52-45	52	...-...	44	19
Weehawken tp, N.J. (7)	P	42-41-40	10,660-11,200	Y-12,320-19	887	887-100	600	287-...	. . .	. . .
	F	61-61-42	10,660-11,200	Y-12,320-19	730	730-100	730	...-...	. . .	. . .
Weslaco, Tex.	P	23-17-44	5,400-6,000	Y-...-..	210	125-60	111	11-3	40	45
	F	6-6-56	5,800-6,000	Y-...-..	91	71-78	53	15-3	5	15
	R	23-17-44	4,800-5,000	None	235	125-53	110	10-5	60	50
West Carrollton, Ohio	P	19-14-40	9,464-10,296	None	280	231-83	198	24-9	11	38
	F	1-1-40	9,152-9,984	None	59	42-71	41	1-...	. . .	17
	R	6-0-40	6,448-7,280	None	98	54-55	47	4-3	. . .	44
West Des Moines, Iowa (1)	P	25-20-40	8,919-10,700	Y-10,940-20	255	255-100	225	23-7	. . .	. . .
	F	...-...-..	...-...	..-...-..	28	28-100	28	...-...	. . .	. . .
	R	10-0-40	7,219-8,027	Y-8,267-20	48	48-100	36	4-8	. . .	. . .
West Goshen tp, Pa. (2,7)	P	17-17-40	9,200-11,220	Y-12,342-25	241	208-86	202	...-6	. . .	33
West Lafayette, Ind.	P	30-27-40	9,206-9,675	None	328	273-83	273	...-...	20	35
	F	25-25-63	9,206-9,675	None	241	222-92	222	...-...	3	16
	R	10-6-40	6,064-7,012	None	91	68-75	68	...-...	0	23
West Monroe, La.	P	30-30-42	5,317-5,317	Y-...-20	206	185-90	185	...-...	21	. . .
	F	31-31-60	5,317-5,317	Y-...-17	237	230-97	230	...-...	7	. . .
	R	25-16-40	4,576-4,576	None	148	135-91	135	...-...	13	. . .
West St. Paul, Minn. (7)	P	27-20-40	10,020-13,068	None	391	351-90	321	19-11	6	34

Table 1/21 continued

POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

					Reported expenditures (in thousands)					
City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
West St. Paul, Minn. (cont'd)	F	18-18-56	10,847-11,867	None	311	285-92	225	52-8	6	20
Westbrook, Me. (7)	P	27-26-40	7,259-8,268	None	348	295-85	249	11-35	21	32
	F	27-24-42	7,224-8,435	None	358	292-82	243	13-36	6	60
	R	4-2-40	6,614-7,758	None	108	54-50	42	6-6	0	54
Westchester v, Ill. (7)	P	25-25-40	10,464-12,216	None	439	382-87	328	39-15	11	46
	F	13-13-48	10,464-12,216	None	242	233-96	198	27-8	1	8
Western Springs v, Ill. (1,7)	P	21-17-40	10,020-13,200	None	371	316-85	258	46-12	11	44
Westlake, Ohio	P	28-28-40	9,738-11,604	Y-12,184-20	516	417-81	361	44-12	23	76
	F	19-19-56	9,738-11,604	Y-12,184-20	316	276-87	237	31-8	...	40
	R	10-5-40	6,448-9,256	None	120	98-82	86	9-3	...	22
Westminster, Colo. (1,7)	P	50-41-40	9,030-10,884	Y-11,156-07	540	442-82	384	38-20	33	65
	F	1-1-40	...-...	..-...-..	160	43-27	41	1-1	103	14
Westwood b, N.J. (1)	P	27-27-40	8,700-12,185	None	458	415-91	375	32-8	...	43
	R	8-0-40	5,200-8,434	None	72	66-92	60	5-1	...	6
White Bear Lake, Minn. (1,7)	P	28-24-40	10,596-12,204	None	465	363-78	312	39-12	7	95
	F	...-...-..	...-...	..-...-..	76	54-71	38	15-1	1	21
White Settlement, Tex. (1)	P	17-15-40	6,968-8,486	Y-9,385-25	172	140-81	128	10-2	9	23
	R	21-20-40	4,596-5,325	None	136	110-81	95	8-7	2	24
Whitehall tp, Pa. (1)	P	30-23-40	7,200-8,910	Y-9,560-19	341	306-90	292	1-13	16	19
	R	10-1-40	6,240-...	None	54	3-6	...	1-2	...	51
Whitewater, Wis. (1,7)	P	25-20-40	7,920-9,450	Y-10,017-09	303	272-90	222	37-13	9	22
	F	...-...-..	...-...	..-...-..	12	9-75	9	...-...	1	2
	R	...-...-..	...-...	..-...-..	29	...-0	...	...-...	...	29
Wickliffe, Ohio (7)	P	27-27-40	10,740-12,540	Y-14,540-15	361	344-95	330	...-14	17	...
	F	18-18-54	10,740-12,540	Y-14,540-15	250	233-93	223	...-10	17	...
Wilbraham t, Mass. (7)	P	22-21-40	8,080-9,172	None	272	231-85	231	...-...	10	31
	F	13-13-48	8,320-9,828	None	174	152-87	152	...-...	9	13
Williston, N.D. (1)	P	20-20-40	7,008-9,312	Y-10,243-20	224	198-88	176	17-5	6	20
	F	...-...-..	...-...	..-...-..	56	52-93	46	5-1	...	4
	R	11-8-40	5,844-7,140	Y-7,854-20	98	86-88	75	7-4	6	6
Willmar, Minn. (1,7)	P	19-17-40	8,784-9,690	Y-10,995-15	263	206-78	179	22-5	21	36
	F	...-...-..	...-...	..-...-..	96	39-41	38	1-...	39	18
	R	7-0-40	7,800-...	None	169	78-46	70	6-2	10	81
Willoughby, Ohio	P	36-29-40	8,688-11,520	Y-12,720-10	611	529-87	452	52-25	27	55
	F	11-9-44	8,688-11,520	None	252	170-67	156	8-6	62	20
	R	21-21-44	6,980-8,965	None	518	190-37	172	10-8	300	28
Wilmington, Ohio	P	20-16-40	6,909-8,248	Y-9,238-20	240	211-88	179	21-11	7	22
	F	14-14-40	6,909-8,248	Y-9,238-20	223	125-56	107	13-5	73	25
	R	10-7-40	5,835-7,000	None	121	69-57	58	5-6	15	37
Wilton t, Conn. (1,7)	P	30-29-40	9,000-10,900	None	427	344-81	309	28-7	18	65
	F	13-12-40	8,200-10,000	None	231	92-40	77	12-3	92	47
Wilton Manors, Fla. (1,7)	P	26-25-40	10,270-11,960	Y-13,993-..	432	377-87	321	35-21	3	52
Winchester t, Conn. (1)	P	21-21-40	8,621-9,831	None	291	242-83	203	23-16	16	33
	F	1-1-40	8,621-9,831	None	41	12-29	9	2-1	9	20
Winchester, Ky. (7)	P	25-21-40	6,305-6,604	Y-...-..	280	232-83	192	40-...	...	48
	F	28-28-72	6,305-6,604	Y-...-..	255	230-90	190	40-...	...	25
Winchester t, Mass.	P	47-45-40	9,020-9,789	Y-10,389-20	596	538-90	538	...-...	15	43
	F	54-53-42	9,240-10,028	None	665	629-95	629	...-...	9	27
	R	19-19-40	6,987-7,717	None	254	197-78	197	...-...	...	57
Winchester, Va.	P	48-41-40	7,030-9,006	Y-9,942-12	635	356-56	323	26-7	193	86
	F	12-12-84	7,030-9,006	Y-9,942-12	133	95-71	87	6-2	13	25
	R	11-6-45	4,992-7,030	Y-7,758-12	108	74-69	67	5-2	0	34
Windsor t, Conn. (1,7)	P	39-37-40	9,003-10,790	Y-11,165-20	626	532-85	460	49-23	24	70
	F	1-1-36	...-...	None	144	62-43	61	...-1	28	54
	R	4-3-40	...-...	..-...-..	...	...-..	...	...-...	...	...
Windsor Locks t, Conn. (1,7)	P	21-20-40	7,696-9,100	None	...	...-..	...	...-...	...	...
	R	...-...-..	...-...	..-..-..	137	137-100	137	...-...	...	...
Winfield, Kan.	P	19-18-48	6,270-8,232	None	189	153-81	143	8-2	9	27
	F	18-18-60	6,030-7,908	None	172	145-84	135	8-2	5	22
	R	15-15-40	4,302-5,652	None	175	104-59	89	10-5	32	39
Winnetka v, Ill.	P	28-23-40	11,520-14,160	None	583	493-85	412	56-25	20	70
	F	22-22-56	11,280-13,560	None	447	379-85	317	40-22	13	55
	R	19-17-40	8,760-10,500	None	870	222-26	180	27-15	15	633
Winter Park, Fla.	P	73-53-40	9,124-10,732	Y-11,871-26	902	694-77	628	39-27	16	192
	F	40-39-56	8,000-8,582	Y-9,662-26	504	418-83	373	28-17	18	68
	R	41-21-40	6,442-9,528	None	541	360-67	320	25-15	10	171
Winthrop t, Mass.	P	33-33-38	9,843-...	None	459	436-95	424	...-12	...	23
	F	35-35-42	9,843-.	None	468	439-94	426	...-13	...	29
	R	22-22-40	7,540-...	None	297	222-75	214	...-8	...	75
Wisconsin Rapids, Wis.	P	46-41-40	9,124-10,327	Y-10,807-20	674	599-89	490	89-20	21	54
	F	29-29-56	9,095-10,061	Y-10,541-20	404	375-93	313	49-13	2	27
	R	9-6-44	8,717-8,717	Y-...-..	187	122-65	101	18-3	0	65
Wood River, Ill. (7)	P	18-14-42	9,623-10,129	None	198	177-89	158	17-2	9	12
	F	10-10-56	9,623-10,129	None	118	105-89	98	6-1	6	7

Table 1/21 continued

POLICE, FIRE, AND REFUSE COLLECTION AND DISPOSAL DEPARTMENTS: PERSONNEL, SALARIES, AND EXPENDITURES FOR CITIES OVER 10,000: 1974

City	Department	Total personnel, no. uniformed, duty hours per week	Entrance, maximum salary ($)	Longevity pay, maximum ($), no. years to max.	Reported expenditures (in thousands): Total expenditures (A) ($)	Total personnel expenditures (B), % of (A) ($)	Salaries and wages (C) ($)	City contrib. to employee retirement, insurance (D) ($)	Capital outlay (E) ($)	All other (F) ($)
10,000 – 24,999 continued										
Woodbury, N.J.	P	25-23-42	9,300-11,400	Y-11,650-10	463	369-80	314	43-12	10	84
	F	6-6-56	9,085-10,980	Y-11,230-10	100	62-62	62	...-...	...	38
	R	8-6-40	6,810-8,520	Y-8,770-10	109	87-80	75	8-4	...	22
Woodland, Calif. (1,7)	P	40-35-40	9,876-12,024	Y-12,224-20	491	491-100	429	54-8	...	...
	F	28-7-56	9,204-11,184	Y-11,384-20	346	346-100	302	38-6	...	...
Woodridge v, Ill. (3,7)	P	24-16-40	9,900-12,624	Y-...-06	409	289-71	260	17-12	25	95
Woodstock, Ill. (1,7)	P	19-14-40	9,828-12,272	None	245	209-85	191	6-12	16	20
Wooster, Ohio (7)	P	38-27-40	8,985-...	None	502	420-84	356	51-13	23	59
	F	26-26-56	9,143-...	None	360	317-88	265	42-10	15	28
Yankton, S.D. (1)	P	23-23-40	7,269-8,337	Y-8,587-25	214	172-80	151	17-4	9	33
	F	2-2-40	...-...	Y-...-25	84	30-36	27	2-1	43	11
	R	7-5-40	6,853-7,700	Y-8,266-25	67	51-76	45	5-1	...	16
Yorba Linda, Calif. (1,4,7)										
Yuba City, Calif. (7)	P	34-26-40	9,864-11,688	None	499	436-87	368	63-5	30	33
	F	23-21-68	9,396-11,136	None	367	337-92	284	50-3	7	23

B2

Employment and Salaries for Canadian Police and Fire Departments

Table 2/1

EMPLOYMENT AND SALARIES FOR CANADIAN POLICE AND FIRE DEPARTMENTS

Police and fire departments in 199 Canadian cities reported data for this table. All employment and salary figures are as of January 1, 1974. Salary figures are averages and are reported in Canadian dollars. Probationary police and fire personnel are those who take training with the intention of becoming first class policemen and firemen. First class police and fire personnel are those who have completed basic training in the first degree of permanent status.

Leaders (. . .) indicate no response because (1) data were not reported, (2) information is not applicable, or (3) city does not provide for given service.

d = district
t = township
* = total of probationary plus first class employees.

City	Police department: No. of employees: Probationary	Police: No. of employees: First class	Police: Salaries ($): Probationary	Police: Salaries ($): First class	Fire department: No. of employees: Probationary	Fire: No. of employees: First class	Fire: Salaries ($): Probationary	Fire: Salaries ($): First class
Over 250,000								
Calgary, Alta.	86	278	9,325	11,952	63	352	8,004	11,438
Edmonton, Alta.	11	450	10,505	12,150	18	441	8,919	12,180
Etobicoke, Ont.	...	...	...	...	7	242	8,800	12,100
North York, Ont.	...	...	...	...	27	271	8,470	12,100
Ottawa, Ont.		392*	9,775	13,406	...	...	...	...
Scarborough, Ont.	...	...	...	...	5	207	5,800	12,100
Toronto, Ont.	...	...	...	...	...	1,224	...	12,124
Vancouver, B.C.	148	358	9,348	12,300	75	233	8,268	11,760
100,000 – 250,000								
Burnaby, B.C. d	...	...	...	...		83*	10,008	11,760
East York, Ont.	...	...	...	...	16	93	8,000	12,110
Halifax, N.S.	34	143	8,028	10,704	6	190	7,728	10,302
Kitchener, Ont.	...	...	...	...	...	...	9,438	11,588
London, Ont.	10	164	10,506	12,019	3	107	9,747	11,815
Mississauga, Ont.	...	...	...	...	38	98	7,247	11,827
Regina, Sask.	26	38	7,644	11,844	3	45	6,564	11,160
St. Catharines, Ont.	...	...	...	...	3	80	8,673	11,564
Saskatoon, Sask.	12	150	7,404	11,500	10	144	7,098	10,920
Thunder Bay, Ont.	18	110	9,100	11,850	25	89	9,534	11,918
York, Ont.	...	...	...	...	9	111	9,093	12,124

Table 2/1 continued EMPLOYMENT AND SALARIES FOR CANADIAN POLICE AND FIRE DEPARTMENTS

	Police department				Fire department			
	No. of employees		Salaries ($)		No. of employees		Salaries ($)	
City	Probationary	First class	Probationary	First class	Probationary	First class	Probationary	First class
50,000 – 99,999								
Brantford, Ont.	5	66	9,123	12,000	1	69	8,324	11,245
Cambridge, Ont.	...	...	...	...	14	20	8,459	11,130
Coquitlam, B.C. d	...	...	...	...	8	8	8,268	11,760
Dartmouth, N.S.		52*	7,300	10,200	1	59	6,038	10,285
Guelph, Ont.	5	43	9,010	12,084		37*	8,252	11,308
Kingston, Ont.	2	53	9,150	12,150		51*	8,775	11,700
Lasalle, Que.	...	...	...	...	...	...	7,613	12,000
Longueuil, Que.	...	...	8,100	12,600	...	...	7,128	10,500
Montreal-Nord, Que.	...	...	...	...	...	48	...	10,750
Nepean, Ont. t	11	33	8,434	12,132	7	33	7,436	12,000
Niagara Falls, Ont.	...	...	...	...	7	44	8,050	11,500
North Vancouver, B.C. d	...	...	...	...		20*	8,268	11,760
Oshawa, Ont.	...	...	...	...		110*	9,922	12,402
Peterborough, Ont.	18	40	9,540	12,190	2	59	7,446	11,456
Richmond, B.C. t	...	...	...	...	20	58	3,268	12,000
Saanich, B.C. d	5	46	8,064	11,520	8	52	7,656	11,400
St-Laurent, Que.	...	...	...	...	...	49	...	11,960
Surrey, B.C. d	...	...	...	...		61*	8,268	10,296
Trois-Rivières, Que.	...	150	...	10,556	...	...	...	...
Victoria, B.C.	4	68	8,400	11,832	1	56	7,620	11,400
25,000 – 49,999								
Barrie, Ont.	4	6	7,755	11,000	4	17	9,000	11,660
Belleville, Ont.	3	20	9,049	12,713		43*	10,338	12,162
Cap-de-la-Madeleine, Que.	...	28	...	10,140	...	...	...	...
Chatham, Ont.	1	34	10,440	12,855	1	36	8,880	11,100
Chicoutimi, Que.	...	45	...	11,200	...	...	...	...
Corner Brook, Nfld.	...	...	...	...	1	9	5,350	7,700
Cornwall, Ont.		38*	9,360	12,000		33*	8,190	11,700
Delta, B.C. d	10	22	...	...	1	41	...	...
Drummondville, Que.	...	...	5,720	9,100	...	...	...	...
Fredericton, N.B.	20	35	7,052	8,297	2	35	7,227	8,792
Gloucester, Ont. t	...	...	8,480	11,445	...	...	8,255	12,700
Granby, Que.		26*	7,228	11,076	...	...	...	...
Jonquière, Que.	3	27	6,500	11,024	...	1	...	11,024
Lachine, Que.		47*	9,055	12,305		34*	6,982	11,440
Lethbridge, Alta.	1	26	8,640	11,160	2	42	8,104	10,140
Moose Jaw, Sask.	1	19	7,260	10,884		26*	6,408	9,876
Newcastle, Ont.	1	9	6,152	8,512	...	...	...	...
North Bay, Ont.	5	43	9,770	12,042	3	38	7,377	10,136
North Vancouver, B.C.	...	...	...	...		19	8,430	11,880
Pierrefonds, Que.	...	...	...	...	3	3	7,150	11,500
Prince Albert, Sask.	5	13	6,972	10,368	4	22	6,486	9,828
Red Deer, Alta.	...	...	...	...	2	34	8,650	11,050
Richmond Hill, Ont.	...	...	...	...		10*	8,000	12,250
Rimouski, Que.	7	30	7,020	10,660	...	...	...	...
St-Jérome, Que.	6	14	5,980	9,980	6	14	5,980	9,620
Salaberry-de-Valleyfield, Que.	4	33	6,916	10,400	...	...	...	...
Sydney, N.S.		57*	7,440	9,000		52*	9,301	9,811
Timmins, Ont.	17	13	8,923	11,771	1	16	8,606	10,600
Waterloo, Ont.	...	...	...	...	25	25	9,259	11,156
Welland, Ont.	...	...	...	...		37*	7,130	11,129
10,000 – 24,999								
Arvida, Que.		9*	7,956	10,140		4*	8,112	9,620
Bathurst, N.B.	...	19	6,770	9,566	2	12	6,770	9,304
Beauport, Que.	3	12	6,500	10,660	...	...	...	...
Boucherville, Que.		12*	7,644	11,804	...	...	...	...
Brockville, Ont.	5	13	8,623	11,703	1	10	7,083	10,918
Chateauguay, Que.		7*	6,344	11,648	...	...	...	...
Chateauguay-Centre, Que.	...	15	...	10,660	...	...	...	...
Chicoutimi-Nord, Que.	2	13	5,096	9,516	...	...	...	...
Cobourg, Ont.		12*	9,360	11,700		5*	8,679	10,210
Cowansville, Que.	1	3	6,084	10,556	...	...	...	...
Cranbrook, B.C.	...	...	...	...		5*	7,671	10,632
Dorval, Que.	...	...	...	...	...	...	9,600	11,960
Esquimalt, B.C. t	1	15	8,988	12,660	...	...	...	...
Gatineau, Que.	6	16	7,280	10,556	...	...	6,800	9,828
Giffard, Que.	1	6	7,280	9,880	...	...	...	...
Grande Prairie, Alta.	...	...	...	...		3*	6,402	9,000
Greenfield Park, Que.	2	10	7,384	11,180	...	...	...	...
Kelowna, B.C.	...	...	...	...	13	10	7,464	10,800
Kenora, Ont.	3	9	8,850	11,880	2	3	8,582	9,827
Kirkland Lake, Ont.		7*	9,580	11,228		7*	8,000	10,339
Lachute, Que.	...	...	5,200	8,840	...	...	...	...
La Tuque, Que.	...	...	5,408	8,840	...	...	...	...
Lauzon, Que.		17*	8,944	9,568	...	...	...	...

Table 2/1 continued EMPLOYMENT AND SALARIES FOR CANADIAN POLICE AND FIRE DEPARTMENTS

City	Police department				Fire department			
	No. of employees		Salaries ($)		No. of employees		Salaries ($)	
	Probationary	First class	Probationary	First class	Probationary	First class	Probationary	First class
10,000 – 24,999 continued								
Lévis, Que.		20*	8,840	11,440	...	...	...	...
Lindsay, Ont.	1	4	9,000	12,000		11*	8,500	10,648
Magog, Que.	...	13	...	8,733	...	4	...	8,733
Matane, Que.		17*	6,344	8,944	...	...	...	...
Matsqui, B.C.	2	10	9,216	12,156	...	...	...	...
Newmarket, Ont.	...	...	...	...	4	...	8,000	...
North Battleford, Sask.	...	...	...	...	...	...	5,904	7,560
Oak Bay, B.C.	1	12	8,004	11,832		14*	7,572	11,400
Oromocto, N.B.	...	...	...	...	1	21	6,603	8,421
Pembroke, Ont.		11*	9,525	11,642	2	11	7,168	9,970
Pointe-Gatineau, Que.	1	4	6,240	10,400	1	5	7,000	9,000
Portage La Prairie, Man.	...	...	...	...		7*	5,100	6,480
Port Alberni, B.C.	...	...	...	...	1	11	8,717	11,688
Port Colborne, Ont.	...	...	...	...		10*	9,135	10,830
Powell River, B.C. d	...	...	...	...	...	11	...	11,376
Prince Rupert, B.C.	...	...	...	...	...	14	...	11,286
Repentigny, Que.	1	18	6,300	7,500	...	...	...	...
St. Albert, Alta.	...	...	...	...		3*	8,400	10,725
St-Bruno-de-Montarville, Que.	2	8	7,644	11,804	...	...	...	...
St-Hyacinthe, Que.	...	33	...	10,660	...	33	...	10,660
St-Lambert, Que.	2	20	7,696	11,180	...	...	...	...
Ste-Thérèse, Que.	3	9	7,020	10,764	...	...	...	...
St. Thomas, Ont.	3	22	7,200	12,750		28*	8,800	11,000
Shawinigan-Sud, Que.	1	11	7,384	9,850	...	...	...	...
Sorel, Que.	6	27	6,240	9,776	...	...	...	...
Stratford, Ont.	8	20	8,426	13,181	6	21	8,260	11,800
Terrace, B.C. d	...	...	...	...		6*	10,140	11,844
Thetford Mines, Que.		26*	5,460	9,984	...	...	...	...
Tracy, Que.	1	15	6,240	9,776	...	...	...	...
Trail, B.C.	...	...	...	...		5*	8,460	10,800
Trenton, Ont.	3	20	8,859	12,303		11*	8,084	10,485
Woodstock, Ont.	...	40	...	10,906		28	8,347	11,130
Under 10,000								
Amos, Que.	1	9	6,968	10,660	...	...	...	...
Ancienne-Lorette, Que.		10*	6,500	10,036	...	...	...	...
Arnprior, Ont.	2	5	8,879	11,113	...	...	...	...
Asbestos, Que.	1	12	5,460	9,880	...	...	...	...
Aylmer, Ont.		4*	8,475	10,650	...	...	7,504	...
Beauharnois, Que.	...	...	6,552	10,192	...	...	...	...
Berthierville, Que.	...	6	...	8,580	...	...	...	...
Black Lake, Que.	1	...	8,500	...	...	...	...	...
Blainville, Que.	2	13	5,980	9,880	...	...	...	...
Coaticook, Que.	...	8	...	8,944	...	...	...	...
Courville, Que.	...	...	...	9,100	...	...	...	...
Deep River, Ont.		5*	8,750	11,223		7*	8,400	10,100
Deux-Montagnes, Que.	1	10	5,980	9,880	...	...	...	...
Dieppe, N.B.	1	2	6,404	7,517	2	3	5,862	6,697
Dolbeau, Que.	...	12	...	9,880	...	...	...	...
Donnacona, Que.	...	...	5,200	8,580	...	...	...	...
Dryden, Ont.	...	...	9,392	12,200	...	...	...	...
Dunnville, Ont.		4*	8,946	10,450	...	...	...	...
East Angus, Que.	...	4	...	7,124	...	...	...	...
Espanola, Ont.		6*	9,011	10,890	...	...	...	...
Estevan, Sask.	...	...	6,600	11,160	...	...	...	...
Farnham, Que.	2	6	7,800	9,620	...	...	...	...
Fergus, Ont.		2*	7,967	11,333	...	...	...	...
Fernie, B.C.	...	...	...	...	...	3	...	7,560
Fort Frances, Ont.	...	...	8,750	11,100	...	...	6,735	8,980
Gananoque, Ont.		7*	7,912	11,583		3*	6,250	7,750
Gander, Nfld.	...	...	6,546	...	...	...	...	...
Goderich, Ont.	...	2	...	12,500	...	...	...	...
Hampstead, Que.	...	...	...	...	6	10	10,000	11,500
Hawkesbury, Ont.	...	11	...	10,812	...	3	...	9,050
Hinton, Alta.		32*	7,800	9,420	...	...	...	...
Ingersoll, Ont.	...	10	...	13,147	...	2	...	8,650
Kentville, N.S.	3	5	5,700	7,200	...	...	...	...
Kimberley, B.C.	...	...	...	...	...	5	...	11,820
Lac Brome, Que.	1	3	5,460	7,592	...	...	...	...
La Prairie, Que.	1	8	8,580	11,180	...	...	...	...
La Providence, Que.	...	4	...	10,140	...	...	...	...
Mercier, Que.	1	3	6,240	8,840	...	...	...	...
Mont-Joli, Que.	1	9	6,084	9,500	...	...	...	...
Mont-Laurier, Que.	...	...	...	5,980	...	...	...	...
Mont-St-Hilaire, Que.		5*	7,020	10,660	...	...	...	...
Napanee, Ont.	...	7	7,300	10,600		4*	6,500	7,950
Nelson, B.C.		13*	8,820	11,580		9*	8,628	11,100

Table 2/1 continued EMPLOYMENT AND SALARIES FOR CANADIAN POLICE AND FIRE DEPARTMENTS

	Police department				Fire department			
	No. of employees		Salaries ($)		No. of employees		Salaries ($)	
City	Probationary	First class	Probationary	First class	Probationary	First class	Probationary	First class
Under 10,000 continued								
New Liskeard, Ont.	1	5	8,211	12,252		3*	5,200	6,088
New Waterford, N.S.	3	10	9,500	9,500	...	4	...	8,000
Nicolet, Que.	2	2	6,500	7,800	...	...	...	...
North Sydney, N.S.		8*	7,350	7,850	...	5	...	7,425
Orangeville, Ont.	4	5	9,325	13,025	...	...	...	...
Paris, Ont.		10*	6,500	10,300	...	...	...	...
Parry Sound, Ont.	...	...	...	11,300	...	...	...	...
Penetanguishene, Ont.	5	3	8,975	10,350	...	...	...	...
Perth, Ont.		3*	7,650	12,000	...	...	...	...
Picton, Ont.		7*	10,500	12,000		4*	5,722	7,350
Port-Alfred, Que.		13*	9,000	10,000	...	...	...	...
Port Hope, Ont.		10*	7,500	11,700	...	...	...	...
Richmond, Que.	...	3	...	8,580	...	...	...	...
Rock Forest, Que.	...	2	...	6,760	...	...	...	...
St-Antoine, Que.		8*	6,500	9,880	...	...	...	...
Ste-Agathe-des-Monts, Que.	9	...	8,892	...	...	...	...	...
St-Georges, Que.	1	4	5,720	8,320	...	...	...	...
St-Georges-Ouest, Que.	...	2	...	6,500	...	...	...	...
St-Luc, Que.	1	7	7,020	10,556	...	...	...	...
St. Mary's, Ont.		3*	8,900	11,150	...	2	...	8,640
St-Romuald-d'Etchemin, Que.	...	...	7,020	7,540	...	...	...	...
Smiths Falls, Ont.	...	...	8,700	11,480	...	...	8,155	9,970
Springhill, N.S.		5*	6,667	8,210	...	...	...	...
Steinbach, Man.		2*	5,844	9,600	...	...	...	...
Strathroy, Ont.	2	2	8,300	11,100	...	...	...	...
Terrebonne, Que.		12*	5,720	9,880	...	...	...	...
Trois-Rivières-Ouest, Que.	1	8	6,500	7,436	...	...	...	...
Waterloo, Que.	1	8	5,720	9,880	...	...	...	...
Weyburn, Sask.	2	6	7,032	9,204		2*	7,152	8,400
Whitehorse, Yukon	1	2	10,482	11,556	...	...	10,124	11,160
Windsor, Nfld.	...	1	...	6,500	...	...	...	...
Yellowknife, N.W.T.	...	...	...	...		2*	...	9,475

B3

Salaries of Canadian Municipal Officials

Table 3/1a SALARIES OF CANADIAN MUNICIPAL OFFICIALS

Officials from 272 Canadian municipalities over 4,000 population reported data. Because of the large number of positions presented (19), data are shown in two tables: 3/1a and 3/1b. All salary figures are as of January 1, 1974, and are in Canadian dollars. Leaders (. . .) denote no response because (1) data were not reported, or (2) the municipality does not provide for the position listed. Municipal classifications, where applicable, are shown by initials following municipal names.

Municipal classifications
d = district
t = township

Municipality	Mayor ($)	City manager, chief admin. officer ($)	Auditor ($)	Treasurer ($)	Engineer ($)	City clerk ($)	Finance director ($)	Comptroller ($)	Director of public works ($)
Over 250,000									
Calgary, Alta.	30,000	37,500	21,500	22,000	30,500	21,750	27,500	...	...
Edmonton, Alta.	25,000	33,000	21,228	21,228	27,092	15,840	27,092	23,403	27,092
Etobicoke, Ont.	20,970	...	...	33,472	33,472	33,472	...	...	...
North York, Ont.	...	...	...	33,836	...	28,357	20,147	...	33,836
Ottawa, Ont.	32,000	...	...	35,850	38,181	24,702	...	...	...
Scarborough, Ont.	23,725	...	...	31,915	...	31,915	...	...	31,915
Toronto, Ont.	31,200	...	30,785	39,902	24,153	30,785	...	...	39,902
Vancouver, B.C.	24,080	48,348	24,564	21,636	35,952	25,632	35,952	27,888	...

Table 3/1a continued SALARIES OF CANADIAN MUNICIPAL OFFICIALS

Municipality	Mayor ($)	City manager, chief admin. officer ($)	Auditor ($)	Treasurer ($)	Engineer ($)	City clerk ($)	Finance director ($)	Comptroller ($)	Director of public works ($)
100,000 – 250,000									
Burnaby, B.C. d	23,220	37,776	...	30,300	30,300	19,500	...	...	19,500
East York, Ont.	21,500	...	...	25,944	25,944	25,944	...	...	...
Halifax, N.S.	20,000	...	18,590	15,330	20,740	18,590	23,850	18,700	17,895
Kitchener, Ont.	20,000	31,442	...	28,279	29,538	20,608	21,000	...	18,783
London, Ont.	...	37,430	...	29,545	30,230	26,410	...	...	...
Mississauga, Ont.	30,000	31,345	...	31,345	30,690	20,590	...	...	...
Regina, Sask.	21,600	33,000	...	21,504	...	20,004	...	21,504	26,508
St. Catharines, Ont.	22,000	29,160	...	23,065	25,096	17,799	...	...	...
Saskatoon, Sask.	21,000	29,917	...	18,102	24,582	19,550	25,477	20,305	...
Thunder Bay, Ont.	15,020	31,085	...	22,945	26,435	17,440	...	...	18,540
York, Ont.	24,150	...	...	29,345	...	29,345	...	...	29,345
50,000 – 99,999									
Brantford, Ont.	15,400	...	...	21,866	26,352	20,289	...	...	...
Burlington, Ont.	17,000	27,368	...	22,149	14,625	20,700	...	...	20,700
Cambridge, Ont.	14,000	27,295	...	22,067	25,632	19,570	...	...	14,692
Coquitlam, B.C. d	16,000	28,920	...	22,308	22,308	17,136	...	...	14,244
Dartmouth, N.S.	12,000	27,500	...	13,500	21,000	20,000	...	16,400	...
Guelph, Ont.	10,500	30,700	...	22,800	24,200	18,650	...	...	...
Kingston, Ont.	10,000	29,215	...	23,252	...	...	...	...	26,271
Lasalle, Que.	14,000	29,000	...	20,000	...	18,200	...	...	20,500
Longueuil, Que.	16,893	29,800	18,528	20,286	21,803	19,572	25,834	...	20,139
Montreal-Nord, Que.	16,959	...	...	...	26,500	16,000	23,000	...	20,500
Nepean, Ont. t	26,400	...	...	24,210	20,918	22,564	...	15,000	27,091
Niagara Falls, Ont.	23,330	31,600	...	23,450	28,100	21,950	...	...	21,700
North Vancouver, B.C. d	13,547	35,820	12,132	...	27,444	19,968	30,036	...	...
Oshawa, Ont.	32,200	...	20,258	...	...	23,902	27,000	...	30,746
Peterborough, Ont.	11,100	25,000	...	22,000	23,500	18,500	...	...	18,000
Richmond, B.C. t	17,000	29,232	...	23,448	27,936	19,524	...	...	18,612
Saanich, B.C. d	11,000	30,228	...	20,832	25,872	19,764	...	...	17,316
St-Laurent, Que.	12,829	30,940	19,396	25,116	19,396	17,108	25,116	18,460	20,488
Sudbury, Ont.	17,000	19,110	...	22,720	18,000	13,300	...	...	...
Surrey, B.C. d	19,071	36,686	...	28,990	33,930	23,842	...	...	...
Trois-Rivières, Que.	12,000	25,800	...	16,500	20,000	13,000	...	...	14,000
Victoria, B.C.	15,984	30,816	...	...	25,380	19,158	...	23,112	...
25,000 – 49,999									
Barrie, Ont.	9,700	26,178	...	18,280	21,438	18,280	...	...	15,568
Belleville, Ont.	10,600	22,079	...	18,003	20,854	15,542	...	...	12,270
Cap-de-la-Madeleine, Que.	8,240	20,280	...	13,000	...	11,700	...	11,700	19,500
Chatham, Ont.	13,500	26,230	...	...	18,000	18,060	...	...	14,510
Chicoutimi, Que.	8,240	18,500	...	15,000	14,500	17,000	...	...	15,500
Corner Brook, Nfld.	5,000	24,000	...	15,000	20,000	16,800	...	...	13,270
Cornwall, Ont.	9,858	...	...	20,750	19,750	20,750	...	...	...
Delta, B.C. d	15,000	31,404	...	...	26,820	19,272	...	24,504	17,820
Drummondville, Que.	10,000	25,500	...	20,350	18,700	15,510	...	...	...
Fredericton, N.B.	7,920	22,488	...	13,812	24,792	13,152	...	...	...
Gloucester, Ont. t	7,500	32,504	...	25,456	20,673	22,527	...	...	21,411
Granby, Que.	8,840	25,000	...	16,500	...	...	...	...	21,200
Jonquière, Que.	6,000	21,000	...	14,300	9,100	11,700	...	...	13,780
Kamloops, B.C.	18,000	31,000	...	20,000	21,500	17,500	...	...	21,500
Lachine, Que.	10,403	...	9,680	21,050	19,520	19,990	28,500	...	22,787
Lethbridge, Alta.	9,600	23,500	...	...	21,000	14,000	23,500	...	17,700
Moose Jaw, Sask.	10,200	18,684	...	15,876	16,880	15,876	...	...	10,644
Newcastle, Ont.	1,800	...	...	...	...	11,318	...	...	12,900
North Bay, Ont.	7,500	24,425	...	21,500	21,500	21,500	...	...	14,050
North Vancouver, B.C.	9,074	23,184	...	21,384	23,400	17,832	...	...	...
Pierrefonds, Que.	8,400	28,000	...	18,225	23,675	18,225	...	...	17,000
Prince Albert, Sask.	7,500	20,621	...	14,853	17,966	13,510	...	...	...
Red Deer, Alta.	16,700	25,700	...	21,300	21,300	15,250	...	...	15,250
Richmond Hill, Ont.	13,200	...	...	20,000	22,000	23,000	...	...	...
Rimouski, Que.	7,130	...	...	12,230	20,196	17,720	17,720	...	...
St-Jérome, Que.	8,533	26,000	...	16,500	17,500	16,500	...	...	15,500
Salaberry-de-Valleyfield, Que.	10,000	22,500	...	15,000	...	19,800	...	...	13,520
Sydney, N.S.	12,000	12,000	...	14,000	18,150	11,500	...	...	...
Timmins, Ont.	17,200	29,000	...	24,014	22,847	19,245	...	...	...
Waterloo, Ont.	12,000	...	...	24,170	22,500	24,170	...	...	13,620
Welland, Ont.	7,500	...	...	20,217	22,174	18,244	...	...	15,947
10,000 – 24,999									
Alma, Que.	6,187	23,000	...	15,000	...	12,500	...	...	16,700
Arvida, Que.	4,467	23,816	...	16,952	12,740	20,644	...	...	...
Aurora, Ont.	7,000	20,000	...	16,000	...	...	...	...	13,500
Bathurst, N.B.	3,498	25,000	...	11,000	15,500	12,500	...	...	12,500
Beaconsfield, Que.	5,700	26,500	...	...	16,000	15,000	...	...	13,500
Beauport, Que.	5,000	...	...	...	...	11,640	...	...	12,329
Boucherville, Que.	6,200	21,276	...	15,000	18,214	14,343	...	...	12,436

Table 3/1a
continued

SALARIES OF CANADIAN MUNICIPAL OFFICIALS

Municipality	Mayor ($)	City manager, chief admin. officer ($)	Auditor ($)	Treasurer ($)	Engineer ($)	City clerk ($)	Finance director ($)	Comptroller ($)	Director of public works ($)
10,000 – 24,999 continued									
Brockville, Ont.	7,000	...	...	17,021	21,158	...	...	18,064	...
Chateauguay, Que.	4,760	...	...	19,500	...	16,500	...	...	15,680
Chateauguay-Centre, Que.	4,680	...	...	...	17,962	11,575	18,262	...	...
Chicoutimi-Nord, Que.	4,350	14,040	...	...	...	...	...	...	10,920
Cobourg, Ont.	5,500	...	...	16,500	16,000	17,000	...	...	9,500
Côte-St-Luc, Que.	6,375	23,500	...	17,000	18,000	23,000	...	...	14,850
Cowansville, Que.	3,571	22,000	...	15,660	...	13,000	...	...	11,340
Cranbrook, B.C.	6,000	19,800	...	15,840	18,000	14,640	...	...	...
Dorval, Que.	8,500	25,417	...	17,638	22,984	15,412	...	...	18,564
Esquimalt, B.C. t	5,600	...	...	19,812	23,760	18,384	...	...	...
Fort Erie, Ont.	7,500	...	...	17,380	...	17,380	...	...	13,865
Gaspé, Que.	5,067	17,000	...	...	16,500	12,000	...	...	11,800
Gatineau, Que.	4,076	20,190	...	17,690	18,853	9,580	...	...	13,656
Giffard, Que.	5,000	...	...	16,100	...	16,800	...	...	14,000
Grande Prairie, Alta.	8,100	22,000	...	19,261	19,261	10,726	...	...	15,084
Grand-Mère, Que.	4,820	24,600	...	16,200	...	12,200	...	...	16,200
Greenfield Park, Que.	6,000	17,500	...	...	...	13,335	...	...	11,350
Grimsby, Ont.	12,200	17,400	...	13,817	12,775	...	...	...	13,817
Kelowna, B.C.	15,000	31,680	...	...	27,720	20,460	27,720	...	15,900
Kénogami, Que.	3,456	19,240	...	...	...	13,676	...	...	11,856
Kenora, Ont.	5,400	...	...	...	...	19,900	...	...	15,000
Kirkland Lake, Ont.	4,380	...	...	...	19,071	...	...	20,692	11,951
Lachute, Que.	3,900	...	...	...	...	17,500	...	...	14,900
Langley, B.C. t	10,000	19,800	...	15,600	18,000	...	...	...	16,200
La Tuque, Que.	7,200	21,216	...	11,700	...	12,012	...	...	13,520
Lauzon, Que.	3,921	...	...	9,360	...	5,252	...	...	11,700
Lévis, Que.	4,700	23,004	...	15,872	18,400	14,722	...	...	...
Lincoln, Ont.	6,000	...	...	15,200	...	15,200	...	...	14,550
Lindsay, Ont.	6,500	...	...	...	18,000	18,000	...	...	...
Magog, Que.	4,205	...	...	...	16,500	13,263	...	...	9,857
Matane, Que.	3,672	...	...	...	18,227	17,457	...	...	11,108
Matsqui, B.C. d	7,713	20,100	...	19,236	16,128	...	...	...	20,100
Mission, B.C. d	7,200	18,000	...	15,000	18,000	...	...	...	16,000
Newmarket, Ont.	21,300	...	...	15,500	17,000	15,000	...	...	...
Niagara-on-the-Lake, Ont.	5,000	16,200	...	...	...	12,700	...	...	15,200
Nickel Centre, Ont.	7,200	...	...	...	...	17,006	...	...	15,000
North Battleford, Sask.	4,800	16,500	...	11,500	...	11,500	...	...	15,000
North Cowichan, B.C. d	6,600	23,028	...	16,332	20,040	...	...	...	13,872
Oak Bay, B.C.	6,300	23,400	...	18,000	20,700	...	...	...	...
Oromocto, N.B.	3,455	...	...	12,499	...	12,629	...	...	12,759
Orsainville, Que.	4,200	...	...	7,800	...	16,500	...	10,660	11,440
Pembroke, Ont.	8,000	...	...	...	20,720	17,360	...	...	10,124
Pointe-Gatineau, Que.	4,560	...	...	17,000	...	19,500	...	...	14,500
Portage La Prairie, Man.	6,000	...	...	...	12,120	16,200	...	...	...
Port Alberni, B.C.	7,500	23,952	...	19,608	21,480	17,184	...	...	19,416
Port Colborne, Ont.	5,000	18,750	...	13,000	18,500	...	...	...	...
Powell River, B.C. d	4,500	23,255	...	18,329	19,619	15,672	...	...	15,089
Prince Rupert, B.C.	10,800	22,440	...	17,448	...	16,620	...	...	20,592
Rayside-Balfour, Ont.	14,000	...	...	13,988	...	14,976	...	...	17,992
Repentigny, Que.	6,000	20,245	...	16,315	17,000	14,970	...	...	13,260
St. Albert, Alta.	14,000	24,000	...	...	17,684	13,994	...	...	12,175
St-Bruno-de-Montarville, Que.	5,088	19,000	...	16,300	17,700	6,920	...	...	12,800
St-Hyacinthe, Que.	6,305	...	...	16,700	17,100	18,900	...	...	20,600
St-Lambert, Que.	5,700	25,600	...	20,200	18,000	12,000	...	...	14,000
Ste-Thérèse, Que.	7,200	21,200	...	...	18,000	16,400	17,600	...	13,680
St. Thomas, Ont.	7,300	...	...	17,557	22,427	19,130	...	...	...
Shawinigan-Sud, Que.	3,600	21,800	...	...	...	12,600	...	...	11,000
Sorel, Que.	6,000	21,100	...	18,100	19,100	16,100	...	...	...
Stratford, Ont.	8,000	...	...	21,120	25,355	15,295	...	...	14,157
Swift Current, Sask.	6,600	19,956	...	...	17,316	13,596	...	15,144	...
Terrace. B.C. d	6,000	24,000	...	16,400	18,000	16,600	...	...	16,000
Thetford Mines, Que.	5,832	17,680	...	16,172	...	13,780	...	...	12,168
Thompson, Man.	3,600	25,000	...	...	24,500	18,500	...	...	...
Tracy, Que.	5,000	...	...	15,500	16,500	13,500	...	...	...
Trail, B.C.	4,400	19,985	...	16,608	...	...	...	...	16,488
Trenton, Ont.	3,600	...	...	13,310	...	18,745	...	...	15,840
Vanier, Ont.	...	21,300	...	18,700	17,550	...	...	...	13,700
Whitchurch-Stouffville, Ont.	7,500	20,900	...	...	...	...	...	...	14,500
White Rock, B.C.	8,000	22,104	...	14,256	...	...	...	...	13,596
Woodstock, Ont.	...	...	...	17,010	20,200	18,000	...	...	14,040
4,000 – 9,999									
Amos, Que.	13,840	15,600	...	13,520	...	9,500	...	...	...
Ancienne-Lorette, Que.	3,900	...	...	12,220	...	12,220	...	...	13,000
Arnprior, Ont.	3,400	...	...	...	11,940	15,080	...	...	...
Asbestos, Que.	3,125	...	...	13,070	...	13,070	...	...	12,800
Aylmer, Ont.	2,500	13,750	...	...	...	...	...	...	9,301
Baie-St-Paul, Que.	1,251	...	...	...	...	11,340	...	...	9,360

Table 3/1a continued

SALARIES OF CANADIAN MUNICIPAL OFFICIALS

Municipality	Mayor (S)	City manager, chief admin. officer (S)	Auditor (S)	Treasurer (S)	Engineer (S)	City clerk (S)	Finance director (S)	Comptroller (S)	Director of public works (S)
4,000 – 9,999 continued									
Beauharnois, Que.	2,442	...	...	11,000	...	11,500	...	...	10,800
Becancour, Que.	3,996	18,148	...	12,064	...	...	...	...	8,372
Berthierville, Que.	1,290	13,000	...	...	11,000	...	...	...	10,100
Black Lake, Que.	1,236	...	...	...	...	10,200	...	...	10,100
Blainville, Que.	3,024	15,950	...	11,500	...	11,000	...	...	11,000
Bracebridge, Ont.	5,000	...	...	9,942	...	12,376	...	...	12,210
Caledon, Ont.	10,000	...	...	14,000	16,000	18,000	...	...	...
Channel-Port-aux-Basques, Nfld.	...	10,800	...	...	...	7,200	...	...	8,820
Charny, Que.	2,408	...	...	...	...	10,244	...	...	9,719
Chibougamau, Que.	3,150	...	...	...	...	...	...	...	...
Chilliwack, B.C.	8,750	14,400	...	15,060	12,492	...	...	...	...
Coaticook, Que.	2,010	...	...	14,000	...	10,500	...	...	10,000
Cochrane, Ont.	3,600	...	...	...	...	15,000	...	...	10,975
Courville, Que.	2,200	...	...	...	...	12,000	...	...	...
Dauphin, Man.	3,096	...	...	...	13,000	14,694	...	...	...
Deep River, Ont.	2,100	...	...	...	...	16,100	...	...	14,800
Deux-Montagnes, Que.	2,600	...	...	...	...	14,011	...	...	13,928
Dieppe, N.B.	...	...	...	12,305	...	11,000	...	...	8,000
Dolbeau, Que.	2,400	...	...	13,500	...	14,500	...	...	13,000
Donnacona, Que.	3,000	12,750	...	8,500	...	8,500	...	...	10,500
Drumheller, Alta.	2,700	...	...	...	...	14,136	...	...	11,664
Dryden, Ont.	3,600	...	...	...	16,500	18,800	...	...	...
Dunnville, Ont.	2,000	...	...	...	...	13,200	...	...	11,319
East Angus, Que.	1,428	...	...	...	...	9,620	...	...	9,500
Edson, Alta.	1,200	15,672	...	...	...	...	...	...	13,008
Espanola, Ont.	3,240	...	...	...	...	15,975	...	...	13,300
Estevan, Sask.	3,600	...	...	10,552	15,269	11,573	...	...	...
Farnham, Que.	1,500	...	...	...	...	13,260	...	...	10,140
Fergus, Ont.	3,000	...	...	...	...	13,000	...	...	7,200
Fernie, B.C.	3,500	...	...	...	...	14,100	...	...	12,000
Fort Frances, Ont.	3,500	20,520	...	12,000	19,440	...	...	...	13,980
Fort McMurray, Alta.	4,500	21,000	...	...	...	14,400	...	...	14,100
Fort Saskatchewan, Alta.	7,500	16,500	...	...	...	13,896	...	...	12,360
Gananoque, Ont.	1,250	...	...	...	...	12,500	...	...	11,000
Gander, Nfld.	300	12,540	...	...	12,000	9,480	...	...	8,820
Goderich, Ont.	3,000	17,500	...	...	...	...	...	...	11,400
Grand Falls, N.B.	3,200	14,500	...	8,200	...	...	...	...	8,500
Gravenhurst, Ont.	6,000	13,500	...	12,600	...	...	...	...	11,900
Hampstead, Que.	2,182	23,500	...	13,500	...	7,500	...	...	18,500
Hawkesbury, Ont.	...	...	...	...	19,500	14,750	...	...	10,500
Hinton, Alta.	1,500	15,384	...	9,744	...	9,744	...	...	12,421
Huntsville, Ont.	...	...	...	10,000	13,000	13,250	...	...	...
Ingersoll, Ont.	...	...	...	...	13,125	...	...	...	9,750
Iroquois Falls, Ont.	4,800	...	...	...	...	15,500	...	...	13,500
Kentville, N.S.	2,000	...	...	...	...	15,000	...	...	9,300
Kimberley, B.C.	4,473	17,592	...	13,500	...	13,500	...	...	16,032
Lac Brome, Que.	1,260	17,500	...	...	...	7,850	...	...	9,880
La Malbaie, Que.	1,500	12,532	...	...	...	...	...	...	10,460
La Pocatière, Que.	1,200	...	...	9,730	...	10,303	...	...	9,720
La Prairie, Que.	2,552	...	...	...	16,900	13,728	...	...	11,336
La Providence, Que.	3,600	...	...	...	...	12,000	...	...	...
La Sarre, Que.	4,800	14,820	...	...	...	8,840	...	...	11,700
Leduc, Alta.	6,000	15,000	...	...	10,000	11,000	...	...	12,000
Lloydminster, Sask.	6,000	17,000	...	11,700	13,160	13,160	...	...	9,484
Louiseville, Que.	1,320	17,750	...	10,500	...	...	...	...	10,500
Melville, Sask.	4,500	14,784	...	...	12,000	...	...	...	...
Mercier, Que.	1,200	...	...	...	...	15,080	...	...	10,140
Merritt, B.C.	2,500	15,000	...	...	...	...	...	...	12,000
Mont-Joli, Que.	2,012	13,000	...	6,900	...	11,000	...	...	11,000
Mont-Laurier, Que.	3,352	...	...	...	...	15,080	...	...	11,440
Mont-St-Hilaire, Que.	3,600	22,000	...	...	...	...	...	...	...
Napanee, Ont.	200	...	...	...	..	13,750	...	...	...
Nelson, B.C.	9,000	18,000	...	15,000	...	...	...	...	13,584
New Liskeard, Ont.	...	10,000	...	...	...	16,000	...	...	9,600
New Waterford, N.S.	4,500	...	...	...	...	15,000	...	...	11,000
Nicolet, Que.	1,500	10,400	...	9,100	...	...	...	...	...
Nipawin, Sask.	6,000	15,180	...	...	12,172	...	...	...	...
North Sydney, N.S.	2,400	...	...	...	15,000	15,067	...	...	...
Notre-Dame-des-Laurentides, Que.	1,800	...	...	...	...	14,500	...	...	11,800
Onaping Falls, Ont.	9,000	22,000	...	17,600	...	18,700	...	...	17,600
Orangeville, Ont.	5,000	17,000	...	...	...	...	...	...	13,200
Paris, Ont.	2,700	...	...	...	12,000	11,500	...	...	...
Parry Sound, Ont.	3,600	...	...	16,637	...	17,046	...	...	12,788
Peace River, Alta.	2,000	18,996	...	...	19,500	...	...	...	...
Pelham, Ont.	3,500	...	...	...	...	14,000	...	...	12,900
Penetanguishene, Ont.	3,500	...	...	...	10,500	13,600	...	...	...
Percé, Que.	3,000	...	...	...	...	9,200	...	...	11,700

Table 3/1a SALARIES OF CANADIAN MUNICIPAL OFFICIALS
continued

Municipality	Mayor ($)	City manager, chief admin. officer ($)	Auditor ($)	Treasurer ($)	Engineer ($)	City clerk ($)	Finance director ($)	Comptroller ($)	Director of public works ($)
4,000 – 9,999 continued									
Perth, Ont.	2,000	...	...	...	18,000	13,500	...	...	...
Picton, Ont.	...	...	...	...	...	11,000	...	...	10,025
Plessisville, Que.	2,100	11,000	...	...	...	...	...	...	...
Ponoka, Alta.	450	16,000	...	...	...	...	...	...	...
Port-Alfred, Que.	2,700	...	...	11,000	...	11,000	...	...	...
Port Hope, Ont.	5,000	15,000	...	13,850	...	...	...	...	...
Renfrew, Ont.	3,500	...	...	15,000	13,000	15,000	...	...	...
Richmond, Que.	1,000	...	...	...	...	13,150	...	...	8,560
Riverview, N.B.	3,000	18,000	...	...	...	...	...	...	12,000
Rock Forest, Que.	2,700	...	...	...	...	11,700	...	...	10,400
Roxboro, Que.	4,800	15,600	...	...	...	...	...	...	12,000
St-Antoine, Que.	2,640	...	...	12,500	10,000	12,500	...	...	15,000
Ste-Agathe-des-Monts, Que.	1,830	...	...	...	...	15,600	...	...	...
Ste-Anne-de-Bellevue, Que.	1,600	...	...	16,500	13,320	11,000	...	...	...
St-Eustache, Que.	9,525	13,750	...	14,850	...	13,200	...	...	12,924
St-Georges, Que.	3,500	...	...	8,745	8,320	11,130	...	...	...
St-Georges-Ouest, Que.	1,200	17,580	...	12,480	...	...	...	...	11,700
St-Luc, Que.	1,456	...	...	...	...	12,500	10,600	...	10,500
Ste-Marie, Que.	2,400	...	...	...	...	8,840	...	...	10,000
St. Mary's, Ont.	2,000	...	...	...	...	13,800	...	...	12,000
St-Paul, Alta.	2,000	...	...	...	...	10,800	...	...	9,600
St-Pierre, Que.	2,187	...	...	...	...	15,704	...	...	11,627
St-Raymond, Que.	3,000	8,320	...	...	...	9,500	...	...	...
St-Romuald-d'Etchemin, Que.	2,300	...	...	12,000	18,000	18,000	...	...	...
Sidney, B.C.	4,500	...	...	...	...	15,828	...	...	14,364
Smiths Falls, Ont.	2,500	...	...	12,700	20,500	13,000	...	...	...
Springhill, N.S.	4,800	...	...	...	...	12,000	...	...	10,552
Steinbach, Man.	3,000	...	...	...	...	14,400	...	...	12,900
Stettler, Alta.	2,400	15,000	...	...	12,600	9,900	...	...	...
Strathroy, Ont.	2,500	...	...	...	...	12,000	...	...	12,700
Terrebonne, Que.	3,020	...	...	...	...	16,850	...	...	15,300
The Pas, Man.	3,600	...	...	...	...	16,440	...	...	11,904
Trois-Pistoles, Que.	1,500	...	...	...	...	8,996	...	...	...
Trois-Rivières-Ouest, Que.	4,800	20,000	...	...	15,500	9,161	...	...	...
Villeneuve, Que.	1,213	...	...	...	...	12,000	...	...	9,000
Waterloo, Que.	1,500	...	...	...	...	12,000	...	...	10,000
Weyburn, Sask.	6,000	...	...	11,928	15,576	14,784	...	...	12,396
Whitehorse, Yukon	7,500	25,229	...	20,755	22,883	20,755	...	...	17,929
Windsor, Nfld.	...	...	...	...	12,300	7,000	...	...	10,300
Yellowknife, N.W.T.	9,492	22,500	...	14,500	...	...	...	...	17,500

Table 3/1b SALARIES OF CANADIAN MUNICIPAL OFFICIALS

Municipality	Police chief ($)	Fire chief ($)	Planning director ($)	Personnel director ($)	Solicitor (city attorney) ($)	Health officer ($)	Director of parks and recreation ($)	Parks director ($)	Recreation director ($)	Librarian ($)
Over 250,000										
Calgary, Alta.	30,000	25,000	30,000	24,750	30,000	...	24,750	...	...	...
Edmonton, Alta.	28,000	24,573	27,092	25,802	27,092	29,506	27,092	...	21,228	24,000
Etobicoke, Ont.	...	25,157	27,685	22,875	...	30,430	30,430	...	25,157	...
North York, Ont.	...	23,059	33,836	26,942	33,836	30,612	26,942	15,072	16,844	...
Ottawa, Ont.	28,080	27,815	26,898	30,100	35,850	...	...	...	...	...
Scarborough, Ont.	...	23,825	26,960	23,825	31,915	30,110	23,825	20,315	20,315	...
Toronto, Ont.	...	28,501	...	33,635	39,902	36,485	30,785	24,153	24,153	...
Vancouver, B.C.	39,120	30,348	34,500	27,888	37,512	40,812	37,512	...	24,624	31,668
100,000 – 250,000										
Burnaby, B.C. d	...	22,284	30,300	21,300	30,300	30,300	23,244	17,016	17,832	21,768
East York, Ont.	...	19,620	25,944	17,061	...	...	...	17,061	17,061	...
Halifax, N.S.	25,040	21,790	20,740	18,590	26,090	20,740	...	15,330	16,860	18,234
Kitchener, Ont.	...	21,754	24,500	19,326	27,000	...	22,470	16,853	15,685	...
London, Ont.	26,500	23,495	27,210	20,425	28,860	...	...	...	...	...
Mississauga, Ont.	...	23,750	30,040	19,835	...	...	24,915	19,010	17,290	20,600
Regina, Sask.	27,000	21,504	23,508	21,504	27,504	31,008	23,508	18,504	18,504	...
St. Catharines, Ont.	...	17,799	19,504	17,844	23,065	...	19,504	16,669	15,437	...
Saskatoon, Sask.	26,580	19,550	21,095	18,102	25,477	31,105	18,810	14,872	14,872	...
Thunder Bay, Ont.	20,260	18,540	21,835	20,720	...	27,600	21,835	15,200	15,200	19,000
York, Ont.	...	23,241	24,462	21,206	29,345	29,345	20,799	16,051	19,171	...

Table 3/1b SALARIES OF CANADIAN MUNICIPAL OFFICIALS
continued

Municipality	Police chief ($)	Fire chief ($)	Planning director ($)	Personnel director ($)	Solicitor (city attorney) ($)	Health officer ($)	Director of parks and recreation ($)	Parks director ($)	Recreation director ($)	Librarian ($)
50,000 – 99,999										
Brantford, Ont.	19,500	17,000	19,381	21,542	...	...	18,036	13,764	12,115	...
Burlington, Ont.	...	18,080	22,149	20,700	25,357	...	...	13,541	20,700	...
Cambridge, Ont.	...	20,600	20,600	...	...	...	20,332	11,748	14,420	...
Coquitlam, B.C. d	...	16,848	20,196	14,868	23,676	...	18,288	...	...	...
Dartmouth, N.S.	17,600	16,700	17,900	...	...	...	9,500	...	14,400	13,780
Guelph, Ont.	23,250	17,860	19,650	18,650	...	32,000	15,500	15,500	14,100	...
Kingston, Ont.	19,750	19,534	25,240	17,296	...	...	19,351	13,327	13,327	...
Lasalle, Que.	...	20,300	...	...	...	24,700	...	...	15,500	13,500
Longueuil, Que.	20,286	16,838	16,000	20,286	21,693	...	17,987	...	...	10,684
Montreal-Nord, Que.	...	18,200	...	...	...	...	14,200	...	...	13,000
Nepean, Ont. t	20,701	19,477	23,113	16,597	...	...	22,564	15,362	16,597	...
Niagara Falls, Ont.	...	19,050	20,700	19,650	29,550	...	16,300	...	17,150	...
North Vancouver, B.C. d	...	23,964	27,444	19,056	...	...	...	...	...	...
Oshawa, Ont.	23,500	21,996	25,500	22,548	28,734	...	21,273	15,137	19,113	...
Peterborough, Ont.	25,050	20,700	18,900	18,000	...	...	...	15,400	16,600	...
Richmond, B.C. t	...	18,612	27,936	17,832	27,936	29,232	...	16,284	17,832	...
Saanich, B.C. d	20,808	19,812	26,640	21,648	...	...	...	19,824	19,440	...
St-Laurent, Que.	...	20,020	17,732	16,276	24,596	15,132	18,200	...	...	15,444
Sudbury, Ont.	...	19,700	...	16,455	13,665	...	...	24,297	17,908	...
Surrey, B.C. d	...	22,035	27,898	...	...	...	23,842	17,420	17,420	...
Trois-Rivières, Que.	17,500	...	20,000	14,000	20,000	...	16,000	9,900	9,300	12,830
Victoria, B.C.	25,272	21,036	25,380	19,158	25,380	31,750	...	25,380	25,380	12,594
25,000 – 49,999										
Barrie, Ont.	21,000	15,568	18,280	...	...	...	16,695	...	...	13,500
Belleville, Ont.	21,812	15,127	22,660	12,883	23,274	...	...	13,662	13,662	...
Cap-de-la-Madeleine, Que.	12,740	...	...	...	...	...	...	9,360	10,400	...
Chatham, Ont.	25,500	15,210	12,900	17,200	...	35,633	...	...	13,000	...
Chicoutimi, Que.	16,500	12,750	14,000	...	...	...	13,500	...	...	11,375
Corner Brook, Nfld.	...	15,000	12,000	...	...	...	12,500	...	...	...
Cornwall, Ont.	18,500	13,500	16,268	14,500	...	...	13,000	...	9,805	...
Delta, B.C. d	22,224	19,272	20,160	16,332	...	...	16,140	14,040	...	...
Drummondville, Que.	17,200	...	16,100	...	...	...	...	...	16,416	8,500
Fredericton, N.B.	16,788	15,228	18,504	...	...	...	...	...	15,288	...
Gloucester, Ont. t	20,700	20,858	26,399	...	26,399	...	18,459	...	...	...
Granby, Que.	19,000	16,000	...	...	...	...	...	...	...	9,672
Jonquière, Que.	15,964	11,440	12,500	14,300	...	...	12,000	...	...	...
Kamloops, B.C.	...	20,000	21,500	18,500	...	...	21,500	...	14,500	...
Lachine, Que.	18,200	19,308	...	...	9,240	...	...	...	...	9,000
Lethbridge, Alta.	19,750	15,000	...	14,175	19,000	...	...	17,000	15,000	17,000
Moose Jaw, Sask.	17,172	14,856	...	13,332	...	...	13,332	10,416	9,876	...
Newcastle, Ont.	12,500	9,000	...	...	...	...	...	...	8,500	5,200
North Bay, Ont.	...	17,232	21,500	15,150	21,500	...	16,037	...	...	...
North Vancouver, B.C.	...	18,612	...	...	...	...	16,926	...	...	13,624
Pierrefonds, Que.	...	16,500	18,000	...	...	...	14,500	...	...	...
Prince Albert, Sask.	16,334	14,853	14,853	12,293	...	...	13,510	...	...	...
Red Deer, Alta.	...	16,000	...	14,600	...	...	...	13,250	15,250	16,100
Richmond Hill, Ont.	...	17,200	22,000	13,000	...	...	12,600	...	...	15,164
Rimouski, Que.	15,708	12,454	...	...	...	...	13,464	...	...	8,752
St-Jérome, Que.	17,000	16,000	17,000	13,200	...	...	...	...	15,000	8,500
Salaberry-de-Valleyfield, Que.	15,260	...	...	...	...	...	...	9,672	13,524	11,544
Sydney, N.S.	14,075	13,450	18,825	...	18,150	...	12,000	...	...	...
Timmins, Ont.	19,000	19,495	19,245	13,305	18,000	...	18,590	...	...	...
Waterloo, Ont.	...	18,850	15,000	12,000	13,000	...	15,110	...	12,260	...
Welland, Ont.	...	15,947	16,928	...	12,500	...	...	14,036	14,932	13,467
10,000 – 24,999										
Alma, Que.	15,000	...	...	13,572	...	...	15,150	...	...	...
Arvida, Que.	16,952	14,716	...	...	...	...	...	...	...	...
Aurora, Ont.	...	10,750	...	...	...	...	13,000	...	10,535	...
Bathurst, N.B.	14,000	10,500	...	...	...	...	11,300	...	...	...
Beaconsfield, Que.	...	...	...	...	...	...	15,800	...	...	...
Beauport, Que.	12,138	...	10,000	...	...	...	12,500	10,668	...	...
Boucherville, Que.	11,512	...	...	...	...	...	...	...	12,436	8,738
Brockville, Ont.	17,064	15,012	9,500	...	...	...	...	...	9,072	...
Chateauguay, Que.	14,300	...	...	...	...	...	...	17,650	...	...
Chateauguay-Centre, Que.	...	16,276	...	...	...	17,962	...	...	13,156	10,036
Chicoutimi-Nord, Que.	10,920	...	...	...	...	...	...	...	...	...
Cobourg, Ont.	15,900	12,875	...	...	...	...	...	7,000	...	...
Côte-St-Luc, Que.	...	14,500	...	...	...	...	...	...	10,000	13,700
Cowansville, Que.	15,120	...	...	...	...	...	10,800	...	...	5,200
Cranbrook, B.C.	...	14,184	...	...	...	...	14,184	...	...	...
Dorval, Que.	...	18,148	...	17,252	...	...	15,252	...	...	10,956
Esquimalt, B.C. t	18,600	...	...	...	...	...	...	...	11,880	...
Fort Erie, Ont.	...	11,263	...	...	...	...	15,642	...	...	11,230
Gaspé, Que.	8,000	8,000	...	...	...	...	16,500	...	...	...
Gatineau, Que.	14,500	11,637	...	...	...	...	12,500	...	...	12,500

Table 3/1b continued SALARIES OF CANADIAN MUNICIPAL OFFICIALS

Municipality	Police chief ($)	Fire chief ($)	Planning director ($)	Personnel director ($)	Solicitor (city attorney) ($)	Health officer ($)	Director of parks and recreation ($)	Parks director ($)	Recreation director ($)	Librarian ($)
10,000 – 24,999 continued										
Giffard, Que.	15,000	...	...	...	...	...	11,000	...	...	...
Grande Prairie, Alta.	...	15,084	...	...	...	...	15,084	...	...	...
Grand-Mère, Que.	14,515	...	...	13,180	...	...	11,125	...	...	7,300
Greenfield Park, Que.	14,850	...	...	...	...	...	10,000	...	...	...
Grimsby, Ont.	...	...	13,817	...	...	...	13,286	...	12,283	...
Kelowna, B.C.	...	19,140	...	...	...	...	...	...	16,500	...
Kénogami, Que.	14,352	...	9,620	...	...	...	...	...	10,920	7,956
Kenora, Ont.	17,000	13,700	...	...	...	...	...	...	...	...
Kirkland Lake, Ont.	14,000	12,837	...	...	...	...	10,500	...	...	...
Lachute, Que.	16,700	11,500	...	...	...	...	...	...	12,200	...
Langley, B.C. t	...	...	15,600	...	18,000	...	...	...	9,480	...
La Tuque, Que.	13,520	...	...	...	...	...	...	...	10,608	...
Lauzon, Que.	13,780	10,712	...	...	...	...	...	...	...	...
Lévis, Que.	14,974	14,492	...	...	...	...	14,722	...	...	...
Lincoln, Ont.	...	11,770	...	...	...	...	...	...	...	...
Lindsay, Ont.	16,800	15,200	13,000	...	...	...	...	11,000	10,100	...
Magog, Que.	11,885	...	...	...	...	...	...	...	...	...
Matane, Que.	15,255	...	8,945	...	...	...	15,935	...	...	6,805
Matsqui, B.C.	20,100	...	18,408	...	20,100	...	...	...	...	...
Mission, B.C. d	...	...	...	...	...	...	15,000	...	...	...
Newmarket, Ont.	...	12,000	...	...	...	...	14,000	...	...	...
Niagara-on-the-Lake, Ont.	...	...	9,500	...	...	...	10,500	...	...	9,240
Nickel Centre, Ont.	...	12,000	...	...	...	...	13,000	...	...	...
North Battleford, Sask.	...	11,200	...	...	...	...	13,500	...	...	...
North Cowichan, B.C. d	...	...	12,120	...	...	...	...	...	12,696	...
Oak Bay, B.C.	19,200	18,900	...	14,100	...	...	20,000	...	...	...
Oromocto, N.B.	...	11,978	...	...	...	...	...	...	8,400	...
Orsainville, Que.	...	...	...	...	...	...	...	...	...	...
Pembroke, Ont.	15,760	13,200	...	...	12,600	...	14,150	...	...	...
Pointe-Gatineau, Que.	15,000	12,000	...	...	...	...	13,000	...	...	...
Portage La Prairie, Man.	...	9,660	...	...	...	...	...	...	8,400	...
Port Alberni, B.C.	...	18,216	...	...	...	...	16,752	...	13,716	...
Port Colborne, Ont.	...	15,000	...	...	...	...	...	...	13,000	...
Powell River, B.C. d	...	15,089	...	...	9,200	...	14,759	...	...	...
Prince, Rupert, B.C.	...	17,040	...	...	...	...	13,800	12,648	12,156	11,000
Rayside-Balfour, Ont.	...	...	...	...	...	...	...	...	14,976	6,552
Repentigny, Que.	13,170	...	...	...	...	...	...	...	...	9,295
St. Albert, Alta.	...	13,994	18,067	...	...	...	13,994	...	...	12,174
St-Bruno-de-Montarville, Que.	15,100	13,000	12,800	...	...	...	13,000	...	...	12,000
St-Hyacinthe, Que.	15,340	13,780	...	16,000	...	...	...	...	12,200	...
St-Lambert, Que.	17,500	...	...	...	...	...	18,600	...	...	10,600
Ste-Thérèse, Que.	18,500	12,324	...	...	...	...	...	...	11,300	...
St. Thomas, Ont.	21,000	15,984	21,000	17,480	...	...	15,122	...	...	...
Shawinigan-Sud, Que.	14,600	...	...	...	...	...	...	...	...	...
Sorel, Que.	14,298	12,697	...	...	...	...	12,360	...	...	8,989
Stratford, Ont.	18,800	16,252	...	...	...	27,000	...	12,600	13,975	9,225
Swift Current, Sask.	...	12,012	...	...	...	...	12,288	9,684	9,684	...
Terrace, B.C. d	...	16,000	...	...	...	...	16,000	...	12,000	10,200
Thetford Mines, Que.	17,160	...	...	...	...	...	12,168	...	...	...
Thompson, Man.	...	13,500	...	...	...	...	13,500	...	...	5,500
Tracy, Que.	...	14,750	...	...	...	...	13,000	...	...	...
Trail, B.C.	...	15,517	...	...	...	...	...	15,717	13,032	...
Trenton, Ont.	18,455	12,478	...	...	...	...	12,520	...	...	...
Vanier, Ont.	18,050	17,450	...	...	...	...	15,800	...	...	...
Whitchurch-Stouffville, Ont.	...	...	...	...	...	...	...	...	...	9,500
White Rock, B.C.	...	13,596	...	...	...	...	...	...	12,288	...
Woodstock, Ont.	17,700	20,023	...	8,000	...	...	13,460	9,990	9,720	...
4,000 – 9,999										
Amos, Que.	13,000	...	...	...	...	...	13,250	...	...	10,500
Ancienne-Lorette, Que.	13,000	13,000	...	12,220	...	...	...	...	...	...
Arnprior, Ont.	13,520	11,960	...	...	...	...	...	...	10,193	...
Asbestos, Que.	12,532	...	...	...	...	...	...	...	...	...
Aylmer, Ont.	13,205	...	...	...	...	...	...	...	...	...
Baie St. Paul, Que.	...	...	...	...	...	...	...	...	...	...
Beauharnois, Que.	11,300	...	...	...	...	...	9,300	...	...	...
Becancour, Que.	...	13,260	...	...	...	...	...	...	...	...
Berthierville, Que.	11,000	...	...	...	...	...	...	...	...	...
Black Lake, Que.	11,000	...	...	...	...	...	...	...	8,500	...
Blainville, Que.	17,000	...	...	...	...	...	...	...	...	...
Bracebridge, Ont.	...	...	10,171	...	...	...	...	...	...	...
Caledon, Ont.	...	...	...	...	...	...	...	...	...	...
Channel-Port-aux-Basques, Nfld.	...	...	...	...	...	...	...	...	8,400	...
Charny, Que.	7,020	...	...	...	...	...	...	...	...	...
Chibougamau, Que.	...	...	...	...	...	...	...	...	...	...
Chilliwack, Que.	...	11,436	...	...	...	...	...	...	...	...
Coaticook, Que.	9,360	...	...	...	...	...	9,500	...	...	...

Table 3/1b continued SALARIES OF CANADIAN MUNICIPAL OFFICIALS

Municipality	Police chief ($)	Fire chief ($)	Planning director ($)	Personnel director ($)	Solicitor (city attorney) ($)	Health officer ($)	Director of parks and recreation ($)	Parks director ($)	Recreation director ($)	Librarian ($)
4,000 – 9,999 continued										
Cochrane, Ont.	...	8,669	...	...	...	...	...	...	8,500	...
Courville, Que.	11,500	...	...	...	...	...	...	...	...	...
Dauphin, Man.	...	...	...	...	...	...	...	...	9,800	...
Deep River, Ont.	14,150	11,600	...	...	...	...	...	...	12,500	...
Deux-Montagnes, Que.	13,478	8,320	...	...	...	...	7,788	...	...	...
Dieppe, N.B.	10,200	...	...	...	...	...	10,000	...	...	...
Dolbeau, Que.	12,500	...	...	...	...	...	...	...	...	...
Donnacona, Que.	10,500	...	...	...	...	...	...	...	...	...
Drumheller, Alta.	...	...	...	...	...	...	9,900	...	...	...
Dryden, Ont.	15,000	...	...	...	...	...	...	...	10,860	...
Dunnville, Ont.	11,896	...	...	...	...	...	...	...	...	4,940
East Angus, Que.	9,360	...	...	...	...	...	8,000	...	...	...
Edson, Alta.	...	...	...	...	...	...	9,204	...	...	...
Espanola, Ont.	13,300	11,600	...	...	...	...	...	...	13,270	9,100
Estevan, Sask.	14,458	10,973	...	...	...	...	9,110	...	...	...
Farnham, Que.	10,920	9,620	...	...	...	...	...	...	...	...
Fergus, Ont.	14,500	...	...	...	...	...	...	...	9,000	...
Fernie, B.C.	...	9,720	...	...	...	...	9,000	...	...	...
Fort Frances, Ont.	16,868	12,420	...	...	...	...	...	16,868	11,100	10,500
Fort McMurray, Alta.	...	14,100	...	...	...	...	13,800	...	11,100	...
Fort Saskatchewan, Alta.	...	11,484	...	...	...	...	11,040	...	10,560	...
Gananoque, Ont.	12,500	10,200	...	...	...	...	...	...	...	...
Gander, Nfld.	9,000	...	...	...	...	...	...	...	...	...
Goderich, Ont.	16,500	...	...	...	...	...	...	...	11,000	...
Grand Falls, N.B.	14,000	...	...	...	...	...	7,500	...	...	...
Gravenhurst, Ont.	...	11,600	...	...	...	...	...	...	9,400	...
Hampstead, Que.	...	17,500	...	...	...	...	...	...	9,000	...
Hawkesbury, Ont.	12,624	10,301	...	...	...	...	...	...	11,000	...
Hinton, Alta.	12,060	...	12,804	...	...	...	...	10,392	10,284	...
Huntsville, Ont.	...	...	...	...	...	...	...	...	10,150	4,400
Ingersoll, Ont.	15,400	10,500	...	...	...	...	...	7,500	9,300	...
Iroquois Falls, Ont.	...	...	...	...	...	...	...	...	9,000	...
Kentville, N.S.	9,800	...	...	...	...	...	...	...	...	...
Kimberley, B.C.	...	14,676	...	...	...	...	13,992	...	...	...
Lac Brome, Que.	10,140	...	...	...	...	...	...	...	...	...
La Malbaie, Que.	10,140	...	...	...	...	...	...	...	8,000	...
La Pocatière, Que.	7,884	...	...	...	...	...	...	...	...	...
La Prairie, Que.	11,804	10,660	...	...	...	...	...	...	...	...
La Providence, Que.	10,800	...	...	...	...	...	...	...	10,400	...
La Sarre, Que.	8,840	...	...	...	...	...	...	...	9,880	...
Leduc, Alta.	...	...	...	...	...	...	11,000	...	...	5,000
Lloydminster, Sask.	...	...	...	...	...	...	10,900	...	...	...
Louiseville, Que.	10,500	...	...	...	...	...	...	...	...	...
Melville, Sask.	...	9,000	...	...	...	...	...	...	12,730	...
Mercier, Que.	12,480	...	...	...	...	...	...	...	...	...
Merritt, B.C.	...	...	...	...	...	...	10,500	...	...	...
Mont-Joli, Que.	11,000	...	...	...	...	...	...	...	10,000	...
Mont-Laurier, Que.	10,400	...	...	...	...	...	...	...	8,320	6,826
Mont-St-Hilaire, Que.	13,850	...	...	...	...	...	12,000	...	...	...
Napanee, Ont.	13,162	9,100	...	...	...	...	...	...	6,500	...
Nelson, B.C.	13,800	12,600	...	...	...	...	...	...	13,200	...
New Liskeard, Ont.	13,300	6,630	...	...	...	...	...	...	11,000	...
New Waterford, N.S.	12,000	...	...	...	...	...	...	...	...	...
Nicolet, Que.	10,400	9,360	...	...	...	...	...	...	...	...
Nipawin, Sask.	...	...	...	...	...	...	...	...	7,800	...
North Sydney, N.S.	9,000	8,000	...	...	...	...	...	...	...	...
Notre-Dame-des-Laurentides, Que.	...	...	11,800	...	...	...	...	...	...	...
Onaping Falls, Ont.	...	13,750	...	...	...	...	...	...	11,220	...
Orangeville, Ont.	16,000	...	...	...	...	...	...	...	11,000	5,244
Paris, Ont.	14,000	...	...	...	...	...	...	...	...	6,500
Parry Sound, Ont.	15,125	11,919	...	...	...	...	...	...	...	...
Peace River, Alta.	...	...	...	...	...	...	...	12,504	...	...
Pelham, Ont.	...	...	...	...	...	...	...	...	8,275	...
Penetanguishene, Ont.	12,600	...	7,500	...	...	...	...	...	7,500	...
Percé, Que.	...	...	...	...	...	...	...	...	...	...
Perth, Ont.	13,100	...	...	...	...	...	...	...	...	...
Picton, Ont.	13,860	10,000	...	...	...	...	...	...	8,200	7,500
Plessisville, Que.	10,400	...	...	...	...	...	...	...	8,850	...
Ponoka, Alta.	...	...	...	...	...	...	...	...	11,000	...
Port-Alfred, Que.	11,000	...	...	...	...	...	...	...	9,000	...
Port Hope, Ont.	14,500	...	...	...	...	...	...	...	...	8,700
Renfrew, Ont.	14,325	13,475	...	...	...	...	...	...	...	...
Richmond, Que.	10,922	...	...	...	...	...	...	...	...	...
Riverview, N.B.	...	11,027	...	...	...	...	12,466	...	...	...
Rock Forest, Que.	10,920	...	...	...	...	...	...	...	...	...
Roxboro, Que.	...	...	...	...	...	...	...	...	...	12,000
St. Antoine, Que.	13,500	13,500	...	...	...	...	...	...	...	...

Table 3/1b continued SALARIES OF CANADIAN MUNICIPAL OFFICIALS

Municipality	Police chief ($)	Fire chief ($)	Planning director ($)	Personnel director ($)	Solicitor (city attorney) ($)	Health officer ($)	Director of parks and recreation ($)	Parks director ($)	Recreation director ($)	Librarian ($)
4,000 – 9,999 continued										
Ste-Agathe-des-Monts, Que.	11,700	...	...	...	...	...	...	...	9,100	...
Ste-Anne-de-Bellevue, Que.	...	12,000	...	...	...	...	...	...	9,379	...
St-Eustache, Que.	16,500	...	...	...	...	...	14,350	5,280	...	...
St-Georges, Que.	10,000	...	...	...	...	...	...	...	...	...
St-Georges-Ouest, Que.	8,320	...	...	...	...	...	...	...	...	...
St-Luc, Que.	13,000	...	...	...	...	...	...	...	...	...
Ste-Marie, Que.	8,840	...	...	...	...	...	...	...	...	...
St. Mary's, Ont.	13,000	...	...	...	...	...	...	...	11,000	...
St. Paul, Alta.	...	...	...	8,800	...	...	...	...	9,000	...
St. Pierre, Que.	...	9,984	...	...	...	...	...	...	...	...
St-Raymond, Que.	9,150	...	...	...	...	...	7,400	...	...	...
St-Romuald-d'Etchemin, Que.	12,000	...	11,500	...	...	...	...	...	...	...
Sidney, B.C.	...	...	...	...	...	...	...	...	...	...
Smiths Falls, Ont.	14,541	11,000	...	...	...	...	...	...	...	...
Springhill, N.S.	10,552	...	...	...	...	...	...	...	...	...
Steinbach, Man.	12,492	...	...	...	...	...	...	...	12,600	...
Stettler, Alta.	...	...	...	...	...	...	...	...	9,600	...
Strathroy, Ont.	13,500	...	...	...	...	...	...	7,020	10,000	7,100
Terrebonne, Que.	13,780	...	...	...	...	...	...	...	10,500	6,500
The Pas, Man.	...	11,100	...	...	...	...	...	...	10,500	...
Trois-Pistoles, Que.	9,672	...	...	...	...	...	...	...	...	...
Trois-Rivières-Ouest, Que.	12,500	...	...	...	...	...	...	...	...	...
Villeneuve, Que.	...	...	...	...	...	...	8,500	...	...	...
Waterloo, Que.	13,000	...	...	...	...	...	...	...	...	...
Weyburn, Sask.	13,800	12,384	...	...	...	...	...	...	9,600	...
Whitehorse, Yukon	...	16,262	...	...	...	...	...	...	14,750	...
Windsor, Nfld.	7,400	...	...	...	...	...	...	...	...	...
Yellowknife, N.W.T.	...	14,500	...	...	...	...	14,500	...	...	...

B 4

City Employment and Payrolls*

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The increase from 1972 to 1973 in both number of municipal employees and salaries paid to them continues a trend which, with a few minor deviations, has been evident every year since 1946, when the U.S. Bureau of the Census began reporting local government employment and salaries.

A summary of city employment and payrolls over the years 1963 to 1973 is shown in Table 4/1. A Bureau of the Census publication states:

> These figures indicate increases from October 1972 as follows: number of employees (full-time equivalent) up 110,000, or 5.5 percent; October payrolls up $246.4 million, or 15.2 percent. . . .
>
> During the 5 years from 1968 to 1973, city employment (on a full-time equivalent basis) rose 17 percent and municipal payrolls increased 70 percent. Average October earnings of full-time city employees in the education function rose 48 percent in this 5-year period; the average for all other full-time municipal employees increased 43 percent.[1]

In October 1973 there were 1,706,000 full-time equivalent municipal employees in functions other than education; average monthly earnings for these employees were $844.

Information on employment and payrolls as of October 1973 is presented in Table 4/2 by municipal function. The table is divided into: common municipal functions, responsibility for which is held by practically all sizable municipal governments; and variable functions, which can sometimes be the responsibility of a municipality, but are generally the responsibility of other local governments such as counties or special districts.

Categories regarded as common municipal functions include: highways, police protection, fire protection, sewerage, sanitation other than sewerage, parks and recreation, libraries, financial administration, general control, and water supply. The most significant variable function is education, which constitutes about one-fifth of all municipal employment and payrolls. Other variable functions include airports, correction services, health services, hospitals, public welfare services, and utilities.

Information concerning employment and payrolls of state and local governments by function as of October 1973 is given in Table 4/3. In this table local governments include school boards, special districts, and counties, as well as municipalities. Functions are listed here in greater detail, to reflect the wide variety of functions performed by state governments and types of local governments other than municipalities.

The serviceability ratio is one way to measure the changes in municipal employment. The serviceability ratio is defined as the number of full-time equivalent employees available to serve each 10,000 people — that is: the municipal employment divided by the total municipal population divided by 10,000 equals serviceability.

Since population is a major element in the formula for determining serviceability, analysis of the ratios presented in Table 4/4 should consider the population base used in the formula for each year. The population bases used by the U.S. Bureau of the Census are as follows:

1968	117,253,000
1969	117,253,000

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*The terms employment and employees, throughout this article, refer to full-time equivalent employment and employees (see footnote 3, Table 4/1, for explanation). The term salaries refers to October monthly payrolls for respective years.

1970	131,903,000
1971	132,004,000
1972	132,244,000
1973	132,244,000.

The effect of population base changes is easily seen when comparing the serviceability ratios for the years 1969 and 1970. In 1969 the population base used was 117,253,000; in 1970 it was 131,903,000 (an increase of 12.5%). As shown in Table 4/4, the full-time equivalent employment increased 3.4% while serviceability dropped 8.1% between 1969 and 1970. Therefore, it appears that the change in population base had a significant effect on the serviceability ratio and that the decrease in serviceability may have been more statistical than real.

Table 4/4 presents the percentage changes in the number of full-time equivalent employees for 1969-73, along with serviceability for these years. In the discussion of Table 4/4 which follows it is important to note that the percentage changes in serviceability from 1972 to 1973 (not shown in table) and the percentage changes in full-time equivalent employment from 1971-72 to 1972-73 will be identical since the same population base was used for both years. This is not the case for the percentage changes in serviceability and full-time equivalent population when comparing any other year than 1972 with 1973.

For all functions of municipal services the level of serviceability in 1973 was 160.6 full-time equivalent employees for each 10,000 population (Table 4/4). This is an increase of 5.5% in employees per 10,000 population over the previous year. The 5.5% increase in serviceability is significant since it is 104% higher than the 1971-72 increase in serviceability.

The increase of 4.5% for common municipal functions is higher than any increase in the past five years (Table 4/4). Serviceability and full-time equivalent employment for police protection increased more — 6.5% — than did any other common municipal function between 1972 and 1973. Police protection has increased over the last three years at a greater rate than any of the other common municipal functions shown in Table 4/4. Increases in police protection employment may be related in part to grants from the federal Law Enforcement Assistance Administration (LEAA), which was established in 1968. While LEAA grants are restricted to equipment and the development of police protection programs and are not applied to police protection payrolls, the effect of LEAA programs has been to increase manpower levels, which results in greater local police personnel expenditures. The availability of LEAA funds, coupled with active citizen demand for better police protection, will more than likely be a factor in increased serviceability and employment in the future.

Serviceability for fire protection, which remained constant between 1971 and 1972, increased over 4% in 1973. The total number of full-time employees for this common municipal function increased by over 7,600.

Table 4/1 SUMMARY OF CITY EMPLOYMENT AND PAYROLLS, 1963-73

	All employees (full-time and part-time) (000)		Monthly payroll ($ millions)		Full-time equivalent employment[3] (000)			Average monthly earnings of full-time employees ($)	
Year[1]	Total[2]	Excluding education	Total[2]	Excluding education	Total[2]	Education[2]	Other	Education[2]	All other
October:									
1973	2,496	1,990	1,865.6	1,440.6	2,124	418	1,706	1,017	844
1972	2,348	1,907	1,619.2	1,278.0	2,014	375	1,639	930	782
1971	2,273	1,838	1,481.8	1,167.3	1,960	366	1,594	876	735
1970	2,244	1,815	1,360.8	1,061.7	1,922	359	1,563	838	681
1969	2,165	1,747	1,195.6	930.7	1,858	351	1,507	768	635
1968	2,112	1,714	1,097.1	868.3	1,813	336	1,477	686	590
1967	1,993	1,633	971.5	768.9	1,715	306	1,410	664	546
1966	1,971	1,613	891.7	703.3	1,701	309	1,392	613	508
1965	1,884	1,560	818.2	648.6	1,638	282	1,356	603	480
1964	1,817	1,514	760.5	606.7	1,584	262	1,322	588	461
1963	1,782	1,498	707.8	569.5	1,550	246	1,305	566	439

Source: U.S., Bureau of the Census, *City Employment in 1973,* Series GE73 No. 2 (Washington, D.C.: Bureau of the Census, 1974), p. 5.

Note: Because of rounding, detail may not add to totals. Except for 1967 amounts, data are estimates subject to sampling variation.

[1] Data are for October of each year.

[2] Includes school information for only those school systems which are operated as part of the general city government.

[3] Full-time equivalent employment is a computed statistic representing the number of full-time employees that could have been employed if all personnel were engaged on a full-time basis at the average monthly pay applying to full-time workers. It is calculated, for a particular function of a government, by dividing the average monthly pay for full-time employees of that function into the total pay for all full- and part-time employees in the function.

The number of workers engaged in sanitation (other than sewerage), and serviceability in this function, increased for the first time in three years. The slight increase (0.9%) increased serviceability from 8.3 to 8.4 employees per 10,000 population.

The only common municipal function shown in Table 4/4 with a decrease in the number of employees was libraries. The decline was slight (0.9%), and serviceability remained a constant 2.8 employees for each 10,000 population. Serviceability has remained unchanged for libraries since 1970.

Education experienced the largest percentage increase (11.5%) in the number of employees among functions shown in Table 4/4. Education is considered a variable municipal function because few municipalities operate independent school systems. Even so, the number of persons employed in city-operated schools and colleges accounts for a substantial portion (about one-fifth) of all municipal employees. The Bureau of the Census states, however, that "for those municipalities which operate schools, this function often represents about one-third to one-half of total employment and payrolls."[2]

Given the recent slowing down of the growth rate in the segment of the population traditionally served by schools, together with the stable (and, in some cases, declining) populations of large cities, the 11.5% increase is significant. It is valid to assume that the sharp increase in education employment is not due entirely (or perhaps even in part) to an increased school enrollment from the traditional recipients of public education. Rather, it may be accounted for by an increase in personnel to accommodate the addition or expansion of such special programs as day care, special education, and adult education.

Employment in each function presented in Table 4/4 (with the exception of libraries) increased at a sharper rate in 1972-73 than in the previous year. While it is difficult to determine whether any one reason accounts for these increases, the introduction of general revenue funds in the period 1972-73 may have had a significant effect on personnel levels. Since revenue sharing was retroactive, payments for entitlement periods 1 and 2 (January to December 1972) were disbursed in December 1972 and January 1973.[3] The major portion of these funds was used for education, public safety, public transportation, environmental protection/conservation, and multipurpose/general government concerns.[4] As of June 30, 1973, over 67% of revenue sharing funds was expended for operating and maintenance purposes.[5] This category includes personnel expenditures. Increased municipal financial capabilities resulting from revenue sharing permitted spending patterns which may have influenced the dramatic expansion in municipal employment.

Table 4/5 shows the 1973 level of municipal employment and salaries as well as the percentage increases for 1972-73 for the selected functions shown in Table 4/4. Salaries increased at a greater rate than did number of employees. For all functions of municipal government the number of employees increased 5.5%, while salaries went up 15.2%, almost three times as much. For common municipal functions the increase in salaries was 12.7% compared with a 4.5% increase in employees. Likewise, police protection salaries increased 10.7% while number of employees increased 6.5%. Fire protection showed a 13.1% increase in salaries, and employees increased by 4.3%. Salaries and employment in sanitation other than sewerage, in

Table 4/2 EMPLOYMENT AND PAYROLLS OF ALL CITIES BY FUNCTION: OCTOBER 1973

Function	Employees			Full-time equivalent employment[4]	October payroll ($ thousands)	Full-time equivalent employment per 10,000 population[5]	Average October earnings of full-time employees ($)
	Total	Full-time	Part-time				
All functions	2,495,759	2,005,899	489,860	2,123,746	1,865,623	160.6	882
Common municipal functions[1]	1,415,248	1,126,966	288,282	1,178,178	1,006,942	89.1	855
Highways	133,095	119,559	13,536	122,287	91,822	9.2	751
Police protection	381,313	326,629	54,684	337,280	323,164	25.5	959
Fire protection	235,490	176,424	59,066	183,849	184,049	13.9	1,005
Sewerage	52,444	49,378	3,066	50,035	38,094	3.8	762
Sanitation other than sewerage	114,896	109,822	5,074	111,306	81,776	8.4	734
Parks and recreation	131,281	79,978	51,303	90,683	65,197	6.9	719
Libraries	49,196	33,475	15,721	37,219	25,546	2.8	686
Financial administration	71,741	56,109	15,632	58,745	44,974	4.4	766
General control	153,177	87,866	65,311	97,975	83,846	7.4	866
Water supply	92,615	87,726	4,889	88,799	68,476	6.7	771
Variable municipal functions[2]	1,080,511	878,933	201,578	945,565	858,680	71.5	907
Education (city operated schools and colleges)	505,531	371,899	133,632	417,820	425,033	31.6	1,017
All other[3]	574,980	507,034	67,946	527,745	433,646	39.9	822

Source: Census Bureau, *City Employment in 1973,* p. 6.

Note: Because of rounding, detail may not add to totals.

[1] The functions listed here are regarded as those which involve extensive city government responsibility in practically all sizable incorporated areas; in October 1973 nearly three-fifths of all city employment was accounted for by the common municipal functions listed above.

[2] Variable municipal functions are those which are not normally performed by municipalities, but when performed by municipalities may require a considerable number of employees.

[3] These include public welfare, hospitals, health, housing, urban renewal, airports, water transport and terminals, corrections, electric power, gas supply, and transit utilities.

[4] See footnote 3, Table 4/1.

[5] Based on a municipal population of 132,244,000.

Table 4/3 EMPLOYMENT AND PAYROLLS OF STATE AND LOCAL GOVERNMENTS, BY FUNCTION: OCTOBER 1973

Function	All employees full-time and part-time (000)			Full-time equivalent employment (000)			October payroll ($ millions)			Average October earnings of full-time employees
	Total	State governments	Local governments	Total	State governments	Local governments	Total	State governments	Local governments	
All functions	11,353	3,013	8,339	9,578	2,547	7,031	8,002.7	2,146.0	5,856.8	847
Education	5,901	1,280	4,621	4,751	887	3,863	4,172.6	810.0	3,362.6	904
Local schools	4,371	18	4,352	3,718	15	3,703	3,198.8	13.9	3,184.9	890
Instructional personnel	2,698	12	2,686	2,496	11	2,485	2,495.5	10.7	2,484.8	998
Other	1,673	6	1,666	1,223	4	1,219	703.6	3.3	700.4	598
Institutions of higher education	1,445	1,176	269	953	793	160	907.1	729.4	177.7	963
Instructional personnel	516	379	137	375	290	85	497.3	380.1	117.2	1,324
Other	929	797	132	578	503	75	409.8	349.2	60.5	713
Other education	86	86	. . .	79	79	. . .	66.7	66.7	. . .	842
Functions other than education	5,451	1,733	3,718	4,827	1,660	3,168	3,830.1	1,336.0	2,494.1	796
Highways	599	287	312	566	283	281	432.1	232.3	199.7	764
Public welfare	311	127	183	301	125	176	209.8	91.2	118.7	698
Hospitals	975	480	494	921	463	458	619.9	327.6	292.3	675
Health	180	73	107	167	71	98	138.1	63.4	74.7	826
Police protection	581	66	515	515	65	450	479.3	63.3	416.0	930
Local fire protection	299	. . .	299	212	. . .	212	210.4	. . .	210.4	1,000
Sewerage	76	. . .	76	72	. . .	72	58.3	. . .	58.3	799
Sanitation other than sewerage	130	. . .	130	124	. . .	124	91.0	. . .	91.0	734
Local parks and recreation	191	. . .	191	132	. . .	132	95.0	. . .	95.0	718
Natural resources	188	158	30	163	138	25	128.8	111.5	17.3	791
Housing and urban renewal	74	. . .	74	70	. . .	70	56.4	. . .	56.4	804
Airports	17	. . .	17	17	. . .	17	13.6	. . .	13.6	825
Water transport and terminals	13	5	8	12	5	7	11.3	4.0	7.3	948
Correction	178	108	70	172	106	66	146.4	93.1	53.3	846
Local libraries	88	. . .	88	62	. . .	62	41.1	. . .	41.1	658
Employment security administration	86	86	. . .	82	82	. . .	68.9	68.9	. . .	843
Financial administration	270	103	167	235	99	136	176.2	79.4	96.8	749
General control	412	68	344	313	60	252	261.0	62.4	198.7	841
Local utilities	292	. . .	292	282	. . .	282	265.6	. . .	265.6	941
Water supply	121	. . .	121	113	. . .	113	88.7	. . .	88.7	789
Electric power	61	. . .	61	60	. . .	60	57.0	. . .	57.0	955
Transit	100	. . .	100	100	. . .	100	112.5	. . .	112.5	1,116
Gas supply	10	. . .	10	10	. . .	10	7.4	. . .	7.4	765
State liquor stores	17	17	. . .	16	16	. . .	11.7	11.7	. . .	735
Other and unallocable	475	154	321	393	145	247	316.8	127.3	189.4	812

Source: U.S., Bureau of the Census, *Public Employment in 1973,* Series GE73 No. 1 (Washington, D.C.: Government Printing Office, 1974), p. 9.

Note: Statistics for local governments are subject to sampling variation. Because of rounding, detail may not add to totals.

Leaders (. . .) indicate zero or rounds to zero.

Table 4/4 SERVICEABILITY OF POPULATION BY SELECTED FUNCTIONS, ALL CITIES, 1969-73[1]

Functions	Full-time equivalent employment per 10,000 population[3] 1969	1970	1971	1972	1973	% change in number of full-time equivalent employees 1968-69	1969-70	1970-71	1971-72	1972-73
All functions	158.5	145.7	148.5	152.3	160.6	2.5	3.4	2.0	2.7	5.5
Common municipal functions	90.6	82.5	84.0	85.2	89.1	2.5	2.4	2.0	1.6	4.5
Police protection	24.6	22.7	23.3	23.9	25.5	4.5	3.7	2.7	3.0	6.5
Fire protection	14.0	12.8	13.3	13.3	13.9	2.4	2.8	3.7	0.1	4.3
Sanitation other than sewerage	9.5	8.8	8.5	8.3	8.4	2.3	4.0	–3.4	–1.9	0.9
Libraries	3.1	2.8	2.8	2.8	2.8	1.2	2.4	–1.1	1.2	–0.9
Education (city operated schools and colleges)[2]	29.9	27.3	27.8	28.3	31.6	4.5	2.3	1.9	2.3	11.5

[1] Data are for October of each year.

[2] Education is a variable function as opposed to a common municipal function. See footnote 2, Table 4/2, for explanation.

[3] See footnote 3, Table 4/1.

Table 4/5 SALARY INCREASE AND EMPLOYEE INCREASE BY SELECTED FUNCTIONS, 1969-73[1]

Functions		Full-time equivalent employment[3] 1969	% change 68-69	1970	% change 69-70	1971	% change 70-71	1972	% change 71-72	1973	% change 72-73
All functions	Employees	1,858,489	2.5	1,922,329	3.4	1,960,087	2.0	2,013,735	2.7	2,123,746	5.5
	Salaries (000)	$1,195,594	13.8	$1,360,787	9.7	$1,481,792	8.9	$1,619,199	9.3	$1,865,623	15.2
Common municipal functions	Employees	1,061,699	2.5	1,087,686	2.4	1,109,439	2.0	1,127,157	1.6	1,178,178	4.5
	Salaries (000)	$656,002	12.7	$739,310	9.7	$811,173	9.7	$893,097	10.1	$1,006,942	12.7
Police protection	Employees	288,790	4.5	299,399	3.7	307,648	2.7	316,627	3.0	337,280	6.5
	Salaries (000)	$197,512	17.0	$231,176	9.7	$253,559	9.7	$291,902	15.1	$323,164	10.7
Fire protection	Employees	164,198	2.4	168,752	2.8	174,949	3.7	176,191	0.1	183,849	4.3
	Salaries (000)	$120,762	13.3	$136,809	9.5	$149,785	9.5	$162,745	8.7	$184,049	13.1
Sanitation other than	Employees	111,883	2.3	116,339	4.0	112,369	–3.4	110,290	–1.9	111,306	0.9
sewerage	Salaries (000)	$58,000	14.6	$66,443	4.4	$69,346	4.4	$72,788	5.0	$81,776	12.3
Libraries	Employees	36,618	1.2	37,500	2.4	37,100	–1.1	37,558	1.2	37,219	–0.9
	Salaries (000)	$17,995	10.2	$19,828	10.2	$21,856	10.2	$23,694	8.4	25,546	7.8
Education (city operated	Employees	351,414	4.5	359,458	2.3	366,219	1.9	374,684	2.3	417,820	11.5
schools and colleges)[2]	Salaries (000)	$264,920	12.9	$299,048	5.2	$314,508	5.2	$341,187	8.5	425,033	24.6

[1] In this table, the term salaries represents the October payroll in thousands of dollars. The term employees is the full-time number of equivalent employees for that function. Figures for all functions will not total with addition of subcategories since all common municipal functions are not listed.

[2] Education is a variable function as opposed to a common municipal function. See footnote 2, Table 4/2, for explanation.

[3] See footnote 3, Table 4/1.

libraries, and in education followed the same trend.

Much of these large increases in salaries, beyond that explained by employee expansion, may be considered the result of inflation. Certainly inflation during 1972-73 affected local government payrolls, which account for almost half of all direct expenditures made by municipalities.[6] In libraries, for instance, the number of workers decreased by 0.9% yet salaries rose 7.8%. Certainly, some of the increase may have resulted from promotions or salary grade increases; nevertheless, it is likely that inflation played a part in the total increase.

Long-term inflation and expensive labor packages resulting from increasing public employee unionization coupled with increasing citizen demands for new and better public services and stable taxes have put pressure on local governments. These demands may take the form of increases in the number of employees; or increased salaries; or better utilization of municipal resources.

These oftentimes conflicting pressures may make serviceability a key factor in the provision of local government services. Should local governments try to maintain serviceability at a predetermined figure and develop productivity programs to improve, expand, or keep service levels constant? Or are an increase in employment, or even the anticipated results of motivations associated with salary increases, the only viable alternatives to meet the pressures for adequate government services?

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[1] U.S., Department of Commerce, Bureau of the Census, *City Employment in 1973*, Series GE73 No. 2 (Washington, D.C.: Bureau of the Census, 1974), p. 1.

[2] Ibid., p. 2.

[3] David A. Caputo and Richard L. Cole, *Revenue Sharing: The First Active Use Reports* (Washington, D.C.: Office of Revenue Sharing, 1974), p. 3.

[4] Ibid., p. 1.

[5] Ibid., p. 6.

[6] U.S., Department of Commerce, *Government Finances, 1971-72*, Series GF 72 No. 5 (Washington, D.C.: Government Printing Office, 1973).

C

Management Structure

1

Financial Management in Municipalities under 25,000

2

Urban Managers: Organizational Preferences, Managerial Styles, and Social Policy Roles

C1

Financial Management in Municipalities under 25,000*

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Do a significant number of small cities operate on an ad hoc financial basis — that is without benefit of an operating budget? Do most cities of 25,000 and under derive the bulk of their revenues from property taxes? And, if not, what is the main source of income? Is the common belief that small cities do not aggressively pursue federal grants out of fear of interference in local affairs myth or reality?

In an effort to answer these and other questions regarding small cities, the International City Management Association (ICMA) conducted a survey of cities 25,000 and under in the summer of 1974. Subjects areas included in the survey were: (1) city finances; (2) municipal employment and services; (3) planning and management; and (4) community characteristics. This article focuses on financial management and practices in small cities. Of the 5,315 cities surveyed, 2,034 (38%) responded (Table 1/1).

FINANCIAL ADMINISTRATION

Operating Budgets. A significant 99% of the 2,023 cities reporting on this question prepare an annual operating budget (Table 1/2). All but one of the 1,172 reporting cities that are in the population range of 5,000 to 25,000 prepare annual operating budgets, whereas 3% of those cities under 5,000 do not (Table 1/2). Geographically, nearly all (459 out of 461) northeastern cities prepare budgets; 3% of southern cities and 1% of cities in the North Central and western regions are without annual operating budgets.

Overall, cities report a median operating budget of $834,808 (Table 1/3). This varies with population size and with other characteristics. For example, the median operating budget of $720,659 for the 563 southern cities is below the national median whereas the 288 western cities report a median budget of $1,036,552, which is considerably higher than the national median. Independent cities have a median budget of $713,825 (less than the national median), but suburban municipalities show a median of $980,000. Central cities lead other types with a median of $3,917,290. As regards form of government, the highest median operating budget is in town meeting cities ($2,557,180) and the lowest is in cities with the mayor-council form of government ($638,494) (Table 1/3).

Although the preparation of an annual operating budget is very common, it is only one factor involved in the sound management of municipal financial operations. Other financial practices which are generally considered elements of a sound municipal financial program include: (1) use of a capital budget; (2) centralized responsibility for city accounting records; (3) independent audits of the accounting records; and (4) preparation of financial statements.

Capital Budgets. Fewer small cities prepare a capital budget (a plan forecasting capital investments in community facilities and the revenues needed to carry out the programs) than use an operating budget. Of all cities reporting, 64% use a capital budget (Table 1/4). Seventy-one percent of council-manager cities prepare capital budgets, while the cities least likely to prepare capital budgets are those with the commission form of government (53%). Central cities (70%) prepare capital budgets more often than do independent cities (61%). The regional breakdown shows that 71% of the responding cities in the West prepare capital budgets, in contrast to 61% of the cities in the North Central region. There appears to be a population group correlation to capital budgeting. Seventy-four percent of the cities in the largest population range (10,000 to 25,000) prepare capital budgets, contrasted with 56% of cities 5,000 to 9,999 (Table 1/4).

Although not all municipal planning staffs engage in capital budgeting, it was expected that a correlation between preparation of a capital budget and the existence of an in-house comprehensive planning staff might exist. While a higher proportion of cities with capital budgets had a planning staff, no conclusive correlation linking these two conditions was evident in the survey results. Of cities reporting use of a capital budget, 48% had a planning staff and 52% did not. For cities that do not prepare a capital budget, 39% had a municipal planning staff and the remaining 61% did not (no table shown).

Most reporting cities (62%) prepare capital budgets annually rather than on a multiyear basis (Table 1/4). There are, however, notable exceptions within municipal classifications. For instance, most independent cities have annual capital budgets (65%), while 57% of the central cities prefer multiyear budgets. Analysis by form of government reveals that, with the exclusion of town meeting cities, annual preparation of capital budgets is definitely preferred. Only 49% of the cities in the 10,000 to 25,000 population range have capital budgets prepared annually, in contrast to 66% of cities between 5,000 and 10,000 and 70% of cities 2,500 to 4,999.

Table 1/1 SURVEY RESPONSE TABLE

Classification	No. of cities surveyed (A)	Cities responding No.	Cities responding % of (A)
Total, all cities	5,315	2,034	38
Population group			
10,000-25,000	1,354	547	40
5,000- 9,999	1,551	630	41
2,500- 4,999	2,090	726	35
Under 2,500[1]	320	131	41
Geographic region			
Northeast	1,548	464	30
North Central	1,560	617	40
South	1,578	635	40
West	629	318	51
Metro/city type			
Central	21	10	48
Suburban	2,669	1,009	38
Independent	2,625	1,015	39
Form of government			
Mayor-council	2,944	889	30
Council-manager	1,885	1,054	56
Commission	157	51	32
Town meeting	256	33	13
Rep. town meeting	73	7	10

[1] Includes only those places under 2,500 recognized by ICMA as having either the council-manager form of government or a position of overall general management. This applies to all tables in this article.

Centralized Accounting and Independent Audits. Respondents (97%) overwhelmingly vest the responsibility for all municipal accounting records with one person or one department (Table 1/5). Only within the form of government classification is there more than 4% indication of noncentralized accounting practices. For example, over 10% of the cities with the town meeting and representative town meeting forms do not have centralized accounting.

Independent audits are utilized by most cities (80%) and, of those cities reporting, 89% have an annual audit (Table 1/6).

Financial Statements. The fourth check on the "soundness" of municipal financial operations is the preparation of financial statements which relate revenues and expenditures to the city's annual operating budget. Frequency of preparation is also significant. Most cities (97%) prepare financial statements (Table 1/7). There are, however, a variety of responses as to how often statements are prepared. For example, the larger the city the more likely it is that monthly financial statements are prepared. Geographically, the first choice of frequency for western cities is monthly (73%), with a considerable gap between this and quarterly preparation, the next choice (15%). The first two

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Table 1/2 PREPARATION OF AN ANNUAL OPERATING BUDGET

Classification	No. of cities reporting (A)	Yes		No	
		No.	% of (A)	No.	% of (A)
Total, all cities	2,023	1,995	99	28	1
Population group					
10,000-25,000	545	545	100	0	0
5,000- 9,999	627	626	100	1	0[1]
2,500- 4,999	720	697	97	23	3
Under 2,500	131	127	97	4	3
Geographic region					
Northeast	461	459	100	2	0[1]
North Central	615	611	99	4	1
South	629	609	97	20	3
West	318	316	99	2	1
Metro/city type					
Central	10	10	100	0	0
Suburban	1,004	995	99	9	1
Independent	1,009	990	98	19	2
Form of government					
Mayor-council	882	862	98	20	2
Council-manager	1,053	1,046	99	7	1
Commission	49	48	98	1	2
Town meeting	32	32	100	0	0
Rep. town meeting	7	7	100	0	0

[1] Less than 0.5%.

Table 1/3 MEDIAN MUNICIPAL OPERATING BUDGETS FOR FISCAL YEAR INCLUDING JANUARY 1, 1974[1]

Classification	No. of cities reporting	Median ($)
Total, all cities	1,820	834,808
Population group		
10,000-25,000	509	2,163,868
5,000- 9,999	570	936,837
2,500- 4,999	623	456,965
Under 2,500	118	261,099
Geographic region		
Northeast	410	887,666
North Central	559	860,518
South	563	720,659
West	288	1,036,552
Metro/city type		
Central	9	3,917,290
Suburban	909	980,000
Independent	902	713,825
Form of government		
Mayor-council	757	638,494
Council-manager	987	1,003,050
Commission	46	733,000
Town meeting	25	2,557,180
Rep. town meeting	5	2,522,000

[1] These data *exclude* separate utility budgets.

Table 1/4 MUNICIPAL USE OF CAPITAL BUDGETS AND FREQUENCY OF PREPARATION

Classification	Use of capital budgets					Frequency of preparation						
	No. of cities reporting (A)	Yes		No		No. of cities reporting (B)	Annual		Multiyear		Other	
		No.	% of (A)	No.	% of (A)		No.	% of (B)	No.	% of (B)	No.	% of (B)
Total, all cities	1,997	1,275	64	722	36	1,275	787	62	410	32	25	2
Population group												
10,000-25,000	543	403	74	140	26	403	196	49	181	45	9	2
5,000- 9,999	619	412	67	207	33	412	273	66	110	27	9	2
2,500- 4,999	706	392	56	314	44	392	276	70	98	25	5	1
Under 2,500	129	68	53	61	47	68	42	62	21	31	2	3
Geographic region												
Northeast	460	292	63	168	37	292	169	58	100	34	10	3
North Central	605	370	61	235	39	370	232	63	117	32	6	2
South	620	390	63	230	37	390	254	65	113	29	8	2
West	312	223	71	89	29	223	132	59	80	36	1	0
Metro/city type												
Central	10	7	70	3	30	7	3	43	4	57	0	0
Suburban	990	664	67	326	33	664	392	59	227	34	13	2
Independent	997	604	61	393	39	604	392	65	179	30	12	2
Form of government												
Mayor-council	866	483	56	383	44	483	340	70	113	23	10	2
Council-manager	1,043	740	71	303	29	740	414	56	280	38	15	2
Commission	49	26	53	23	47	26	22	85	3	12	0	0
Town meeting	32	21	66	11	34	21	8	38	12	57	0	0
Rep. town meeting	7	5	71	2	29	5	3	60	2	40	0	0

choices for cities in the Northeast are monthly (58%) and annually (23%) (Table 1/7). The greatest differences regarding preparation of financial statements are by form of government. Seventy-four percent of the council-manager cities prepare monthly financial statements, whereas only 43% of the representative town meeting cities issue monthly statements.

SOURCES OF REVENUE

Information was collected (during each city's last complete fiscal year) on the following five major revenue sources: (1) taxes; (2) intergovernmental revenue; (3) current charges; (4) utility charges; and (5) miscellaneous revenue.

Taxes. Municipal tax revenues are generally derived from three sources: property taxes; sales and gross receipts; and other taxes (which include local income tax, taxes related to the licensing of businesses and occupations, and miscellaneous taxes).

The reported median amount of property tax revenue for all cities is $228,163 (Table 1/8). Given the nature of the tax, the largest cities derive the greatest amount of revenue from property taxes. Northeastern cities have a median property tax revenue ($456,377) twice the size of the median in North Central cities ($232,368); southern cities receive the least ($161,169) (Table 1/8). Central cities receive more than three times ($876,229) the median amount of property tax revenue that suburban cities receive ($267,619), and more than four times the median amount for independent cities ($199,512). Cities with the town meeting form of government receive more than five times the median property tax revenue ($1,758,962) that council-manager cities receive ($304,974); however, this is accounted for in part by the fact that the town meeting form of government is found predominantly in the northeastern region, where central cities with large populations abound. Cities with the council-manager form of government receive almost twice the property tax revenues of mayor-council cities. Whether this is caused by higher tax rates and/or higher property values was not within the purview of this survey.

The median revenues derived from sales and gross receipt taxes are shown in Table 1/8. Four conclusions are apparent: (1) the median amount of revenue from sales and gross receipts is proportional to city size; (2) cities in the West receive between two and three times the median amount from these taxes that cities in other regions receive; (3) central cities earn considerably more from sales and gross receipts than do suburban and independent cities; and (4) council-manager cities receive more revenue than do cities with any other form of government.

Other taxes contribute a smaller amount of tax revenue. The overall median revenue from other taxes is $40,451 (Table 1/8). Representative town meeting cities have the highest median revenue ($180,853), with commission form cities in second place ($68,225), followed by council-manager cities ($46,990) (Table 1/8). Again, population size is directly related to median income from this source of revenue.

Table 1/5 SINGLE PERSON OR SINGLE CITY DEPARTMENT RESPONSIBLE FOR ALL DEPARTMENTS' ACCOUNTING RECORDS

Classification	No. of cities reporting (A)	Yes		No	
		No.	% of (A)	No.	% of (A)
Total, all cities	2,008	1,944	97	64	3
Population group					
10,000-25,000	539	529	98	10	2
5,000- 9,999	622	596	96	26	4
2,500- 4,999	716	690	96	26	4
Under 2,500	131	129	98	2	2
Geographic region					
Northeast	455	439	96	16	4
North Central	612	590	96	22	4
South	624	603	97	21	3
West	317	312	98	5	2
Metro/city type					
Central	10	10	100	0	0
Suburban	995	963	97	32	3
Independent	1,003	971	97	32	3
Form of government					
Mayor-council	872	834	96	38	4
Council-manager	1,051	1,031	98	20	2
Commission	48	46	96	2	4
Town meeting	31	28	90	3	10
Rep. town meeting	6	5	83	1	17

Table 1/6 INDEPENDENT AUDIT CONDUCTED AND FREQUENCY OF AUDIT

Classification	No. of cities reporting (A)	Independent audit conducted				Frequency of audit			
		Yes		No		Annually		Other	
		No. (B)	% of (A)	No.	% of (A)	No.	% of (B)	No.	% of (B)
Total, all cities	2,017	1,937	96	80	4	1,716	89	168	9
Population group									
10,000-25,000	544	521	96	23	4	454	87	47	9
5,000- 9,999	622	602	97	20	3	533	89	52	9
2,500- 4,999	720	686	95	34	5	604	88	66	10
Under 2,500	131	128	98	3	2	125	98	3	2
Geographic region									
Northeast	459	428	93	31	7	374	87	40	9
North Central	612	574	94	38	6	472	82	88	15
South	628	624	99	4	1	580	93	27	4
West	318	311	98	7	2	290	93	13	4
Metro/city type									
Central	10	10	100	0	0	10	100	0	0
Suburban	997	955	96	42	4	820	86	108	11
Independent	1,010	972	96	38	4	886	91	60	6
Form of government									
Mayor-council	878	824	94	54	6	702	85	95	12
Council-manager	1,051	1,033	98	18	2	947	92	64	6
Commission	49	45	92	4	8	40	89	2	4
Town meeting	32	28	88	4	13	21	75	6	21
Rep. town meeting	7	7	100	0	0	6	86	1	14

Intergovernmental Revenue. Revenues received from other governmental units constitute a large share of municipal income for small cities. According to the survey results, the largest portion of intergovernmental revenue is derived from the state, followed by revenue received through federal general revenue sharing. The median income from other federal assistance is considerably lower than from the other two sources of intergovernmental revenue.

The median income from state government is $93,807 (Table 1/9). However, a wide range of median monies received from state governments was reported within various municipal classifications. Most notable of these is population, where, for example, cities 10,000 and over re-

Table 1/7 FINANCIAL STATEMENT PREPARED AND FREQUENCY OF PREPARATION

		Financial statement prepared				Frequency of preparation							
		Yes		No		Monthly		Quarterly		Annually		Other	
Classification	No. of cities reporting (A)	No. (B)	% of (A)	No.	% of (A)	No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)
Total, all cities	2,020	1,963	97	57	3	1,327	68	277	14	274	14	36	2
Population group													
10,000-25,000	544	540	99	4	1	410	76	64	12	38	7	7	1
5,000- 9,999	623	612	98	11	2	446	73	75	12	68	11	10	2
2,500- 4,999	722	687	95	35	5	400	58	117	17	137	20	19	3
Under 2,500	131	124	95	7	5	71	57	21	17	31	25	0	0
Geographic region													
Northeast	459	445	97	14	3	260	58	65	15	103	23	6	1
North Central	614	590	96	24	4	393	67	90	15	76	13	18	3
South	629	613	97	16	3	443	72	76	12	68	11	10	2
West	318	315	99	3	1	231	73	46	15	27	9	2	1
Metro/city type													
Central	10	10	100	0	0	7	70	2	20	0	0	1	10
Suburban	998	974	98	24	2	647	66	154	16	127	13	17	2
Independent	1,012	979	97	33	3	673	69	121	12	147	15	18	2
Form of government													
Mayor-council	883	842	95	41	5	509	60	128	15	155	18	22	3
Council-manager	1,049	1,035	99	14	1	767	74	137	13	99	10	14	1
Commission	49	48	98	1	2	30	63	9	19	7	15	0	0
Town meeting	32	31	97	1	3	18	58	3	10	9	29	0	0
Rep. town meeting	7	7	100	0	0	3	43	0	0	4	57	0	0

Table 1/8 PROPERTY TAXES, SALES AND GROSS RECEIPTS, AND OTHER TAXES AS A SOURCE OF MUNICIPAL REVENUE

	Property tax		Sales and gross receipts		Other taxes	
Classification	No. of cities reporting	Median ($)	No. of cities reporting	Median ($)	No. of cities reporting	Median ($)
Total, all cities	1,891	228,163	1,386	94,173	1,575	40,451
Population group						
10,000-25,000	512	665,864	399	295,000	450	108,261
5,000- 9,999	592	258,077	432	96,846	496	51,864
2,500- 4,999	661	106,000	469	54,737	541	19,573
Under 2,500	126	101,000	86	29,966	88	17,230
Geographic region						
Northeast	442	456,377	259	54,967	340	58,438
North Central	572	232,368	377	95,746	448	35,273
South	575	161,169	475	87,215	506	35,107
West	302	186,363	275	174,719	281	40,608
Metro/city type						
Central	10	876,229	10	269,114	10	156,912
Suburban	928	267,619	668	109,270	807	60,500
Independent	953	199,512	708	84,886	758	27,669
Form of government						
Mayor-council	807	161,169	593	70,000	665	31,801
Council-manager	1,000	304,974	735	128,085	850	46,990
Commission	48	173,745	39	95,040	34	68,225
Town meeting	30	1,758,962	18	67,507	20	34,616
Rep. town meeting	6	1,352,515	1	0	6	180,853

ceive three times more revenue from state government than cities between 5,000 and 9,999.

The most important determinants for receipt of federal general revenue sharing seem to be size and city type. The median income from general revenue sharing for central cities ($393,205) is considerably higher than that for suburban cities ($63,509) and independent cities ($80,880) (Table 1/9). As can be expected, receipts from revenue sharing are directly related to city size. Council-manager cities, with an $86,239 median, lead cities with the other four governmental forms.

In the third category of intergovernmental revenue, other federal assistance, the largest cities, cities in the West, central cities, and representative town meeting cities report the highest median revenues. The median for all cities reporting revenue from federal programs other than revenue sharing is $33,952 (Table 1/9).

Current Charges and Utility Charges. Monies received by governments for the performance of specific services benefiting the person charged and the sales of commodities and services constitute current charges. Only 43% of the cities responding to the survey reported any receipts from current charges. Cities in the West reported the most frequent use of current charges, and the median amount of revenue collected by those cities was higher than that for cities in any other geographic region (Table 1/10).

Many cities do not own and operate utilities, but for those that do utility charges are often a major source of revenue. The median income from municipal utilities is highest for electricity ($463,598), followed by water and sewer charges, which account for a median revenue of $190,599 (Table 1/11).

North Central cities receive more than 13 times ($630,000) the median revenue from electric utility operations of cities in the Northeast, which have a median income of $48,000. Independent cities show a median of $529,192, which exceeds the national median of $463,598, but suburban cities fall short of the national median with a $310,194 median revenue figure. Additionally, municipalities with the commission form of government show a median revenue from electric utilities of $959,175, about 50% more than that of council-manager cities.

Only 7% of the respondents reported revenue from gas utilities. A median income of $119,422 was received from this source (Table 1/11). There are four interesting aspects to gas utility charges vis-à-vis the reporting cities. First, cities in the population range of 10,000-25,000 have a considerably higher median ($334,704) than the overall median of $119,422. Second, southern cities easily surpass the median revenue reported by cities in any other region. Third, gas revenues are higher by far for independent cities ($177,000 median) than for other types. Finally, both commission form cities and mayor-council cities collect higher median gas charges than either the national median or the median for council-manager cities, which have a median revenue of $79,277.

About one-third of cities responding to the survey reported income from refuse collection charges (Table 1/11). The amount of this type of revenue is related to population size: the larger the city, the greater the revenue. Of all the geographic regions, only the South ($52,305 median) exceeds the national median of $49,615. The smallest revenue from this source is reported by cities in the Northeast, where refuse collection by private companies rather than by city government is common. Among forms of government, council-manager cities show the highest refuse collection revenue.

The majority of cities (66% of survey respondents) reported income from water and sewer operations. Council-manager cities lead all other forms in revenue from water and sewer charges. Geographically, the highest median revenue is found in southern cities ($201,253) and the lowest is found in northeastern cities (Table 1/11). As with so many revenue sources, the amount of water and sewer revenue is proportional to population size.

Miscellaneous Revenue. Municipal revenues from all other miscellaneous sources amount to an overall median of $80,944 (Table 1/10). Directly related to population size, miscellaneous revenue varies considerably from region to region, with western cities reporting a $119,050 median figure and cities in the South reporting a $60,800 median revenue.

Table 1/9 MUNICIPAL REVENUE RECEIVED FROM INTERGOVERNMENTAL SOURCES

	State government		Federal general revenue sharing		Other federal assistance	
Classification	No. of cities reporting	Median ($)	No. of cities reporting	Median ($)	No. of cities reporting	Median ($)
Total, all cities	1,649	93,807	1,853	72,689	797	33,952
Population group						
10,000-25,000	455	306,098	502	193,586	297	59,597
5,000- 9,999	525	99,783	576	82,000	240	26,015
2,500- 4,999	556	51,960	651	43,232	220	18,020
Under 2,500	113	27,629	124	27,475	40	18,480
Geographic region						
Northeast	396	53,511	417	69,104	167	22,266
North Central	518	120,554	558	59,048	212	30,720
South	441	81,861	575	84,828	243	25,000
West	294	133,177	303	80,000	175	52,472
Metro/city type						
Central	8	569,980	9	393,205	8	164,593
Suburban	812	112,693	906	63,509	386	24,475
Independent	829	74,492	938	80,880	403	41,000
Form of government						
Mayor-council	696	71,474	784	57,478	289	29,770
Council-manager	887	115,157	986	86,239	468	36,138
Commission	33	67,707	47	78,000	19	11,336
Town meeting	28	266,022	30	79,389	18	18,917
Rep. town meeting	5	236,114	6	45,776	3	153,279

Table 1/10 MUNICIPAL REVENUE RECEIVED FROM CURRENT CHARGES AND MISCELLANEOUS SOURCES

	Current charges		Miscellaneous sources	
Classification	No. of cities reporting	Median amount received ($)	No. of cities reporting	Median amount received ($)
Total, all cities	873	40,285	1,288	80,944
Population group				
10,000-25,000	314	84,725	397	184,671
5,000- 9,999	278	39,700	407	90,000
2,500- 4,999	244	19,176	421	39,931
Under 2,500	37	11,466	63	31,000
Geographic region				
Northeast	146	29,061	258	72,271
North Central	282	40,330	377	92,122
South	248	34,891	407	60,800
West	197	65,000	246	119,050
Metro/city type				
Central	4	164,273	8	109,910
Suburban	452	41,422	670	89,336
Independent	417	39,176	610	71,561
Form of government				
Mayor-council	306	29,142	524	56,583
Council-manager	540	46,443	713	104,128
Commission	17	52,114	33	67,518
Town meeting	10	42,459	15	149,293
Rep. town meeting	0	0	3	80,000

FEDERAL ASSISTANCE PROGRAMS

Which cities are most likely to participate in federal assistance programs other than general revenue sharing? Two-thirds of all responding cities participated in federal assistance programs of various kinds during the period from January 1 to December 31, 1973. Participation appears to be linked to: (1) geographic location (79% of the western cities participated as opposed to 59% of cities in the Northeast); (2) city type (100% participation occurs in central cities, 71% in independent cities, and 62% in suburban cities); and (3) form of government (75% of council-manager cities participate in federal assistance programs in contrast to 57% of mayor-council cities) (Table 1/12). Thirty-four percent of all cities responding did not participate in federal assistance programs in calendar year 1973. Lack of participation may be the result of such factors as differences in how federal programs are awarded and administered among the various states and regions, and the number of small cities competing within a region for grant awards, rather than the result of how aggressively small cities pursue federal grants or whether most small cities are philosophically opposed to receiving federal funds.

For the 1,335 cities reporting participation in various federal assistance programs in calender year 1973, a breakdown by federal source is presented in Table 1/13. Not surprisingly, all

Table 1/11 MUNICIPAL REVENUE RECEIVED FROM UTILITY CHARGES

Classification	Electricity		Gas		Refuse collection		Water and sewer	
	No. of cities reporting	Median amount received ($)	No. of cities reporting	Median amount received ($)	No. of cities reporting	Median amount received ($)	No. of cities reporting	Median amount received ($)
Total, all cities	340	463,598	150	119,422	705	49,615	1,346	190,599
Population group								
10,000-25,000	77	1,640,650	29	334,704	200	142,758	340	475,858
5,000- 9,999	127	795,000	52	88,412	214	58,561	432	245,224
2,500- 4,999	123	314,264	65	143,188	259	30,401	496	117,605
Under 2,500	13	280,622	4	36,230	32	23,250	78	76,623
Geographic region								
Northeast	25	48,000	5	4,200	53	25,836	219	170,036
North Central	119	630,000	35	114,100	145	46,551	451	193,000
South	137	550,000	89	173,468	357	52,305	443	201,253
West	59	282,000	21	6,000	150	48,603	233	190,000
Metro/city type								
Central	2	...	0	0	4	66,460	6	397,144
Suburban	99	310,194	41	30,000	305	60,000	601	220,407
Independent	239	529,192	109	177,000	396	44,604	739	170,000
Form of government								
Mayor-council	138	353,500	68	131,484	268	37,426	558	148,375
Council-manager	192	629,444	75	79,277	414	65,904	734	245,224
Commission	10	959,175	7	236,388	22	63,718	38	223,948
Town meeting	0	0	0	0	1	0	13	114,205
Rep. town meeting	0	0	0	0	0	0	3	228,531

Leaders (. . .) indicate no data reported.

Table 1/12 MUNICIPAL PARTICIPATION IN FEDERAL ASSISTANCE PROGRAMS: 1973

Classification	No. of cities reporting (A)	Yes		No	
		No.	% of (A)	No.	% of (A)
Total, all cities	2,008	1,335	66	673	34
Population group					
10,000-25,000	539	443	82	96	18
5,000- 9,999	623	432	69	191	31
2,500- 4,999	717	377	53	340	47
Under 2,500	129	83	64	46	36
Geographic region					
Northeast	458	270	59	188	41
North Central	611	374	61	237	39
South	622	440	71	182	29
West	317	251	79	66	21
Metro/city type					
Central	10	10	100	0	0
Suburban	994	616	62	378	38
Independent	1,004	709	71	295	29
Form of government					
Mayor-council	876	499	57	377	43
Council-manager	1,044	781	75	263	25
Commission	49	30	61	19	39
Town meeting	32	19	59	13	41
Rep. town meeting	7	6	86	1	14

Note: Data apply to participation in any federal assistance programs (excluding federal general revenue sharing) during the period January 1, 1973, to December 31, 1973.

sizes and types of cities indicate the greatest participation in Justice Department grants, which include those administered by the Law Enforcement Assistance Administration (LEAA). The high participation in Justice Department programs may be due to a large number of its grants, as opposed to other federal grants, being available to small cities, or it may be due to less stringent application procedures and grant award and management audit standards. It might also be an indication that law enforcement represents the greatest municipal funding need. The lowest participation was reported for Interior Department programs.

The types of projects for which federal grants are used are shown in Table 1/14. Supporting the previous observation, the highest usage of federal grant funds is for law enforcement, regardless of city size, region, or type. The only exception is in town meeting cities, where 32% of the projects are for sewers and sewage treatment and only 26% are for law enforcement.

Following law enforcement projects, the three next most popular uses of federal money are for: (1) sewers and sewage treatment; (2) employment and manpower; and (3) parks and recreation. Transportation, housing, and urban renewal are used least of any federal projects.

TRENDS IN SMALL CITIES

A previous study of small city finances limited to cities 10,000 and under was conducted by ICMA in 1970.[1] Although the survey population was not identical to the present study, three comparisons can be made between the two surveys for cities of 5,000 to 9,999 population.

First, the median budget for cities in the 5,000 to 9,999 population group in the 1970 survey was $775,000; in the 1974 survey it is $936,837. Thus, in four years' time, the median operating budget has increased 21% within the same population group. Considering price rises, and the higher wage packages for employees resulting from inflation and collective bargaining, this increase seems realistic.

Second, during the four-year period between surveys, the percentage of cities receiving financial assistance from several federal sources has decreased considerably. For example, for cities between 5,000 and 9,999, 56% reported receiving funds from the Department of Housing and Urban Development in 1970 in contrast to 37% in 1974.

Third, there is a shift in emphasis on types of grant-in-aid projects for which cities have secured federal funds as shown in the two surveys. For example, in 1970, 8% of the responding cities used federal grant-in-aid funds for police projects; by 1974 this figure had increased to 50%. Similarly, the percentage of funds used for parks and recreation more than doubled in the last four years, from 14% to 29%.

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[1] Data derived from the 1970 survey appear in International City Management Association, *The Municipal Year Book 1971* (Washington, D.C.: International City Management Association, 1971).

Table 1/13 FEDERAL GOVERNMENT AGENCIES FROM WHICH CITIES RECEIVED FINANCIAL ASSISTANCE IN CALENDAR YEAR 1973

		Federal government agency															
		Environmental Protection Agency		Department of Health, Education, and Welfare		Department of Housing and Urban Development		Department of Labor		Department of Transportation		Department of the Interior		Department of Justice[1]		Other	
Classification	No. of cities reporting (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)
Total, all cities	1,335	498	37	181	14	487	36	336	25	154	12	144	11	662	50	192	14
Population group																	
10,000-25,000	443	175	40	77	17	216	49	151	34	73	16	52	12	283	64	55	12
5,000- 9,999	432	155	36	56	13	158	37	91	21	56	13	48	11	199	46	59	14
2,500- 4,999	377	140	37	35	9	99	26	76	20	20	5	34	9	146	39	57	15
Under 2,500	83	28	34	13	16	14	17	18	22	5	6	10	12	34	41	21	25
Geographic region																	
Northeast	270	90	33	45	17	89	33	76	28	27	10	24	9	110	41	43	16
North Central	374	138	37	38	10	115	31	73	20	48	13	43	11	166	44	54	14
South	440	177	40	53	12	190	43	100	23	36	8	49	11	254	58	68	15
West	251	93	37	45	18	93	37	87	35	43	17	28	11	132	53	27	11
Metro/city type																	
Central	10	5	50	3	30	4	40	2	20	2	20	1	10	9	90	1	10
Suburban	616	198	32	70	11	217	35	142	23	66	11	59	10	300	49	69	11
Independent	709	295	42	108	15	266	38	192	27	86	12	84	12	353	50	122	17
Form of government																	
Mayor-council	499	195	39	57	11	172	34	85	17	46	9	39	8	201	40	74	15
Council-manager	781	291	37	116	15	303	39	245	31	99	13	100	13	437	56	110	14
Commission	30	7	23	4	13	7	23	2	7	9	30	2	7	15	50	5	17
Town meeting	19	4	21	3	16	5	26	3	16	0	0	3	16	5	26	2	11
Rep. town meeting	6	1	17	1	17	0	0	1	17	0	0	0	0	4	67	1	17

[1] Includes Law Enforcement Assistance Administration programs.

Table 1/14 TYPES OF GRANT-IN-AID PROJECTS FOR WHICH CITIES SECURED FEDERAL FUNDS, CALENDAR YEAR 1973

		Types of projects																					
		Open space (land acquisition)		Sewers and sewage treatment		Housing		Parks and recreation		Planning		Water systems		Urban renewal		Law enforcement		Transportation		Employment and manpower		Other	
Classification	No. of cities reporting (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)
Total, all cities	1,335	157	12	563	42	132	10	393	29	171	13	197	15	140	10	715	54	119	9	461	35	119	9
Population group																							
10,000-25,000	443	81	18	200	45	67	15	146	33	74	17	71	16	81	18	294	66	60	14	201	45	42	9
5,000- 9,999	432	43	10	171	40	47	11	129	30	60	14	57	13	42	10	215	50	42	10	131	30	40	9
2,500- 4,999	377	27	7	159	42	15	4	95	25	30	8	55	15	13	3	169	45	13	3	102	27	27	7
Under 2,500	83	6	7	33	40	3	4	23	28	7	8	14	17	4	5	37	45	4	5	27	33	10	12
Geographic region																							
Northeast	270	29	11	97	36	33	12	67	25	20	7	26	10	42	16	119	44	17	6	100	37	34	13
North Central	374	30	8	154	41	35	9	89	24	38	10	41	11	31	8	185	49	41	11	106	28	41	11
South	440	64	15	191	43	54	12	145	33	74	17	100	23	56	13	273	62	22	5	138	31	29	7
West	251	34	14	121	48	10	4	92	37	39	16	30	12	11	4	138	55	39	16	117	47	15	6
Metro/city type																							
Central	10	0	0	6	60	3	30	3	30	2	20	1	10	2	20	10	100	1	10	4	40	1	10
Suburban	616	85	14	224	36	41	7	156	25	65	11	54	9	47	8	323	52	55	9	193	31	55	9
Independent	709	72	10	333	47	88	12	234	33	104	15	142	20	91	13	382	54	63	9	264	37	63	9
Form of government																							
Mayor-council	499	49	10	218	44	40	8	125	25	50	10	70	14	45	9	236	47	39	8	126	25	31	6
Council-manager	781	99	13	329	42	88	11	257	33	118	15	116	15	90	12	453	58	75	10	322	41	80	10
Commission	30	6	20	8	27	2	7	7	23	3	10	9	30	4	13	17	57	5	17	8	27	4	13
Town meeting	19	3	16	6	32	1	5	2	11	0	0	2	11	1	5	5	26	0	0	4	21	4	21
Rep. town meeting	6	0	0	2	33	1	17	2	33	0	0	0	0	0	0	4	67	0	0	1	17	0	0

Table 1/15 GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

This table includes 2,033 cities under 25,000 population. Data were collected in the summer of 1974.

Budget, revenue, sources of revenue as percent of total: property taxes, other taxes, intergovernmental revenue, and current, utility, and miscellaneous charges: far left, total operating budget in thousands (excluding separate utility budgets for water, electricity, gas supply, or transit system) for fiscal year that included January 1, 1974; next, total revenue in thousands obtained last fiscal year; next, sources of revenue as a percent of total revenue for: property taxes; sales and gross receipts taxes and licenses and other taxes (local income tax, etc.); intergovernmental revenue; and current charges, utility charges, and other miscellaneous charges.

Number of full-time employees: the actual number of full-time salaried municipal employees.

Starting salary, police and fire: the starting annual salaries for full-time employees by job: patrol officer, firefighter.

Maximum salary, police and fire: maximum annual salaries for full-time employees by job: patrol officer, firefighter.

Utility services owned and operated: shows utility services that are directly owned and operated by the municipality (see key below).

Services and functions provided: shows services and functions provided by the municipality (see key).

Leaders (. . .) indicate data not reported or not applicable.

Zero (0) indicates less than 0.5%.

Percentages may not add to 100% owing to rounding.

KEY

Utility services
A — Electric generation and distribution
B — Electric distribution only
C — Gas manufacturing and distribution
D — Gas distribution only
E — Sewage treatment plant
F — Sewage collection lines
G — Water supply and distribution
H — Water distribution only
I — Other utility services

Services and functions
A — Street repair and maintenance
B — Street construction
C — Parks
D — Recreation programs
E — Library
F — Cemetery
G — Housing code enforcement
H — Building code enforcement
I — Subsidized housing
J — Hospital
K — Day care
L — Elderly services
M — Refuse collection
N — Storm drainage facilities
O — Other services

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
10,000 – 24,999						
Aberdeen, Wash.	2,236-2,778-14-36-38-10	156	10,188-10,188	12,384-12,384	E,F,G	A,C,D,E,G,H,N
Ada, Okla.	1,909-660-23-76-...-...	. . .	6,300-6,120	7,500-7,330	E,F,G	A,B,C,D,E,F,G,H,I,L,M,N,O
Addison v, Ill.	2,048-3,358-10-40-20-28	13	10,795-9,800	13,582-12,000	E,F,G	A,B,C,D,E,G,H,N
Adrian, Mich.	3,345-4,305-31-11-28-28	152	10,088-9,464	11,492-10,972	E,F,G	A,B,C,D,E,F,G,H,J,K,L,M,N
Aiken, S.C.	1,539-2,955-26-5-20-46	. . .	...-...	...-...	E,F,G	A,C,D,G,H,M,N,O
Alamogordo, N.M.	1,471-2,532-3-5-72-17	178	7,200-5,520	8,400-6,960	E,F,G	A,B,C,D,E,F,H,L,M,N
Albany, Ore.	...-4,725-15-31-11-40	. . .	9,636-9,396	11,736-11,448	E,F	A,B,C,D,E,G,H,N
Albemarle, N.C.	5,495-7,626-7-2-32-57	202	6,448-6,448	8,892-8,892	B,E,F,G	A,B,C,D,G,H,M,N
Albion, Mich.	1,600-2,041-24-25-32-17	76	9,224-9,189	11,212-10,818	E,F,G	A,B,C,E,F,G,H,I,J,N
Allouez t, Wis.	1,155-1,704-14-3-47-34	43	...-8,040	...-9,300	F,G	A,B,C,D,G,H,N
Alsip v, Ill.	2,959-2,410-24-24-11-39	36	10,532-...	11,943-...	G	A,G,H
Alvin, Tex.	1,143-1,771-33-13-6-45	75	8,100-...	9,012-...	E,F,G	A,B,C,D,E,F,H,M,N
Arkansas City, Kan.	4,647-4,684-15-8-7-68	354	6,760-6,760	7,800-7,748	E,F,G	A,B,C,D,E,F,H,J,L,M,N
Artesia, N.M.	1,021-1,401-2-37-12-47	108	6,180-6,180	7,152-7,152	E,F,G	A,B,C,D,E,F,G,H,I,J,L,M,N
Asbury Park, N.J.	6,659-8,715-68-12-18-...	327	10,000-9,000	11,000-14,000	E,F	A,B,C,D,E,G,H,M,N
Ashland, Ore.	5,914-5,105-5-1-26-66	135	...-7,800	...-10,200	B,E,F,G	A,B,C,D,F,H,J,L,N,O
Atchison, Kan.	1,920-2,611-34-4-55-5	94	6,674-6,674	8,916-8,916	E,F	A,B,C,D,E,G,H,I,M,N
Athens, Ohio	2,866-2,896-5-29-15-49	121	7,384-7,384	9,942-9,942	E,F,G	A,B,C,D,F,G,L,M,N
Audubon b, N.J.	1,108-925-54-31-13-0	51	8,600-...	10,600-...	E,F	A,B,C,D,E,G,H,L,M,N
Augusta, Me.	8,540-8,077-56-...-25-18	194	7,122-6,787	8,481-8,291	None	A,B,C,D,E,F,G,H,M,N
Balch Springs, Tex.	600-432-49-9-12-27	49	7,200-7,200	...-...	. . .	A,B,C,E,G,H,M
Ballwin, Mo.	1,400-1,185-11-72-15-...	52	9,600-...	15,000-...	None	A,B,C,D,G,H,N
Barrington t, R.I.	2,200-7,934-68-1-29-...	134	7,920-8,268	9,809-9,724	F	A,B,C,D,E,F,H,M,N
Barstow, Calif.	2,190-2,226-25-36-29-7	81	9,876-...	11,832-...	None	A,B,G,H,J,N
Batavia, N.Y.	...-4,222-15-34-22-28	163	8,148-8,741	9,902-10,472	E,F,G	A,B,C,D,G,H,I,M,N
Beaverton, Ore.	8,578-1,954-44-4-23-28	167	8,820-8,016	11,256-11,004	E,F,G	A,B,E,G,H,N
Bedford, Ohio	6,833-6,563-8-10-9-71	270	10,471-10,112	12,406-12,154	E,F,H	A,C,D,F,G,H,J,M,N
Bedford, Tex.	692-1,354-40-17-5-37	56	8,124-...	9,792-...	F,G	A,B,C,D,E,F,G,H,J,N
Beech Grove, Ind.	1,082-1,314-52-5-28-13	114	8,000-8,000	8,700-8,700	E,F	A,C,H,M,N
Beeville, Tex.	846-1,523-18-17-18-45	97	6,792-...	7,836-...	E,F,G	A,B,C,D,G,H,M,N
Bell, Calif.	2,408-1,724-14-36-43-6	77	13,764-...	...-...	None	A,B,C,D,G,H,N
Bellevue, Neb.	4,000-4,547-24-0-34-40	106	8,400-...	11,100-...	E,F,G	A,B,C,D,E,F,H,L,M,N
Bellmawr b, N.J.	...-815-12-30-13-43	91	...-...	...-...	E,G	A,B,C,D,E,H,M
Belmont, Calif.	4,143-2,375-21-24-29-24	81	10,824-...	14,172-...	F	A,B,C,D,G,H,L,N
Bend, Ore.	5,633-2,993-21-13-28-35	130	8,184-8,052	10,440-10,284	E,F,G	A,B,C,D,F,G,H,N
Bennington t, Vt.	1,579-1,777-61-1-19-17	82	7,800-...	8,580-...	E,F,G	A,B,C,D,E,F,G,H,I,J,K,L,N,O
Bensenville v, Ill.	1,171-2,036-25-32-13-28	72	11,664-10,800	15,096-...	E,F,G	A,H,L,M
Benton Harbor, Mich.	3,300-5,160-41-1-36-20	210	8,865-8,443	10,775-10,262	F,G	A,C,D,E,F,G,H,M,N
Berkley, Mich.	3,166-3,211-43-...-32-23	. . .	...-...	...-...	F,H	A,B,C,D,E,G,H,L,M,N
Bethany, Okla.	1,803-1,766-0-19-15-64	. . .	7,812-7,812	7,962-7,962	G	A,C,D,F,H,J,M,N
Bettendorf, Iowa	3,149-3,290-53-...-23-22	106	7,764-...	9,852-...	F	A,B,C,D,E,G,H,M,N
Beverly Hills v, Mich.	1,003-1,027-57-11-30-...	36	11,822-...	14,663-...	None	A,B,C,D,H,M,N
Bexley, Ohio	1,230-2,031-23-0-28-46	41	8,600-...	11,300-...	F,H	A,B,C,D,G,H,M,N
Big Rapids, Mich.	1,037-1,586-15-23-30-30	97	7,700-7,700	9,730-9,730	E,F,G	A,B,C,D,E,F,G,H,I,J,M,N
Bloomfield t, Conn.	10,890-9,764-76-1-18-2	105	9,200-...	11,600-...	None	A,B,C,D,E,G,H,K,L,M,N

Table 1/15 continued GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovern-mental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
10,000 – 24,999 continued						
Bloomsburg t, Pa.	...-1,214-16-47-11-24	41	7,200-...	8,900-...	E,F	A,B,C,G,H,N
Bolingbrook v, Ill.	2,800-1,772-25-18-26-28	67	11,197-11,197	14,283-14,283	A,C,E,F,G	A,G,H,N
Borger, Tex.	1,207-2,130-20-18-8-51	136	6,624-6,312	8,460-8,052	E,F,G	A,C,D,G,H,M
Bourne t, Mass.	8,657-7,024-42-15-32-8	. . .	8,200-7,950	10,600-9,900	. . .	A,B,C,D,E,F,H,L,M
Bowling Green, Ohio	4,288-8,011-3-19-5-72	174	9,464-9,464	12,085-12,085	B,E,F,G,I	A,B,C,D,F,M,N
Bozeman, Mont.	1,300-2,643-33-0-25-40	99	7,800-7,800	10,500-10,500	E,F,G	A,B,C,D,E,F,H,M,N
Brattleboro t, Vt.	1,895-2,528-60-1-18-20	124	6,916-6,916	8,398-8,398	E,F,G,I	A,B,C,D,E,G,H,I,L,M,N,O
Brawley, Calif.	3,000-3,060-16-13-44-25	112	9,288-8,568	11,652-10,416	E,F,G	A,B,C,D,E,G,H,M,N
Brea, Calif.	2,657-4,071-...-...-3-96	129	10,872-10,104	13,884-12,888	E,F,G	A,B,C,D,G,H,L,M
Bristol, Tenn.	3,917-5,183-32-11-35-20	220	6,734-6,734	8,606-8,606	E,F,G	A,B,C,D,E,G,H,M,N,O
Broadview Heights, Ohio	739-...	. . .	...-...	...-...	E,F	A,B,C,D,G,H,L,M,N
Brookings, S.D.	3,500-8,400-7-1-2-89	281	4,500-...	8,457-...	B,E,F,G,I	A,C,D,E,H,J,M,N
Brown Deer v, Wis.	3,210-2,041-27-2-47-22	66	...-...	...-...	F,H	A,B,C,D,E,G,H,L,M,N,O
Brownwood, Tex.	2,266-3,446-11-14-10-63	174	...-...	...-...	E,F,H	A,B,C,D,E,G,H,M,N,O
Brunswick t, Me.	6,342-6,017-58-0-32-7	107	6,739-6,292	8,393-7,665	None	A,B,C,D,E,G,H,M,N
Buffalo Grove v, Ill.	916-1,995-6-11-21-60	69	9,900-...	13,620-...	F,G	A,B,G,H,N,O
Burlington, N.J.	1,787-6,905-22-55-12-9	102	9,866-...	11,366-...	E,F,G	A,C,D,E,G,H,N
Camden, Ark.	1,800-946-10-5-53-31	109	6,600-6,240	7,320-6,960	E,F,G	A,B,C,D,E,F,G,H,J,K,L,M,N
Canon City, Colo.	952-1,102-24-1-9-63	96	7,020-6,720	8,820-8,400	G	A,C,E,F,H,M,N
Carbondale, Ill.	...-4,830-12-26-48-12	226	9,362-9,362	10,040-9,362	E,F,G	A,B,E,F,G,H,M,N
Carlisle b, Pa.	12,894-...	. . .	...-...	...-...	E,F,G	A,B,C,D,F,G,H,M,N
Carlsbad, Calif.	4,118-3,848-35-20-22-22	186	...-...	...-...	E,F,H	A,B,C,D,E,G,H,I,N
Carpentersville v, Ill.	3,500-2,653-3-30-23-43	59	10,992-...	13,008-...	E,F,G	A,C,H,N
Carrollton, Ga.	1,263-3,746-9-11-53-25	115	6,326-6,018	6,963-6,618	E,F,G	A,B,C,D,E,F,G,H,L,M,N
Carrollton, Tex.	3,063-2,408-44-26-7-20	179	8,772-8,352	10,632-10,140	F,G	A,C,D,E,G,H,J,M,N
Cedar Grove tp, N.J.	1,756-6,461-80-2-8-8	69	9,948-...	12,672-...	E,F,H	A,C,D,E,G,H,M,N
Center Line, Mich.	2,175-2,175-56-1-20-21	68	10,218-10,218	13,403-13,078	F,H	A,C,D,E,G,H,M,N
Centralia, Ill.	4,000-2,378-22-30-18-28	122	7,696-7,696	9,833-9,833	E,F,G	A,B,C,D,E,F,G,H,J,K,L,M,N
Chanute, Kan.	2,177-...	154	6,282-6,178	6,947-6,802	A,D,E,F,G	A,C,E,F,G,H,M,N
Charleston, Ill.	4,203-2,661-17-21-30-30	95	7,000-7,000	11,500-11,500	E,F,G	A,B,C,D,E,H,L,N,O
Chico, Calif.	3,086-3,955-19-34-27-17	165	10,080-9,144	13,500-12,252	E,F	A,B,C,E,G,H,N,O
Claremont, Calif.	3,300-3,353-35-15-18-30	130	10,416-9,924	12,708-12,084	F	A,C,D,H,M,N,O
Clarksburg, W. Va.	2,101-2,394-15-47-...-36	165	7,758-7,384	...-...	E,F	A,B,C,E,G,H,L,M,N
Clarksville t, Ind.	1,017-...	. . .	7,056-7,056	8,064-8,064	E,F	A,B,C,D,H,M,N
Cleburne, Tex.	1,893-1,367-51-31-...-16	170	7,140-7,140	...-...	E,F,G	A,B,C,D
Clovis, Calif.	2,000-3,192-13-20-28-37	100	10,044-10,044	12,216-12,216	F,G	A,C,D,H,M,N
Coffeyville, Kan.	3,713-10,741-6-1-3-88	213	7,227-6,840	7,599-7,530	A,E,F,G	A,C,D,E,F,G,H,J,N
Cohoes, N.Y.	...-3,985-31-16-33-18	. . .	8,416-8,366	9,381-9,004	G	A,B,C,D,E,G,H,K,L,M,N
Colonial Heights, Va.	6,312-6,590-25-31-31-10	150	8,088-...	10,320-...	E,F	A,B,C,D,E,G,H,M,N
Columbia, Tenn.	4,089-3,086-28-25-36-9	190	6,852-6,564	7,488-7,164	B,E,F,G	A,B,C,D,G,H,I,M,N
Commerce, Calif.	6,547-8,331-...-81-11-7	93	...-...	...-...	None	A,B,C,D,E,M
Commerce City, Colo.	2,717-2,717-10-58-26-3	108	9,312-...	11,328-...	None	A,B,C,G,H,M,N
Connellsville, Pa.	719-1,258-26-18-35-19	67	6,550-6,500	8,491-8,214	E,F	A,B,C,D,E,G,N
Connersville, Ind.	1,928-2,118-65-0-32-1	169	7,896-7,896	8,664-8,664	E,F,G	A,B,C,D,F,M,N,O
Conroe, Tex.	2,095-2,601-23-23-23-30	109	7,200-7,200	8,520-8,040	E,F,G	A,B,C,D,H,L,M,N,O
Conshohocken b, Pa.	855-867-70-5-21-2	530	...-...	...-...	E	A,B,C,D,E,G,H,M,N
Cordele, Ga.	1,232-2,111-17-14-12-56	150	6,864-6,264	6,864-6,864	D,E,F,G	A,B,D,E,F,G,H,M,N
Coronado, Calif.	2,822-3,449-31-11-41-15	131	10,824-10,284	13,164-12,492	F	A,B,C,D,E,G,H,L,N
Corsicana, Tex.	1,593-2,762-27-15-14-42	218	6,120-5,760	6,780-6,300	E,F,G	A,B,C,D,E,F,G,H,M,N
Cortland, N.Y.	3,232-3,251-23-26-41-7	158	8,585-8,585	10,445-10,445	G	A,B,C,D,E,G,H,L,M,N
Cottage Grove, Minn.	1,082-1,519-47-2-31-18	46	10,560-...	12,720-...	F,G	A,B,C,D,G,H,N
Coventry t, R.I.	1,566-1,716-70-...-16-12	97	8,213-...	9,692-...	None	A,B,D,E,G,H,N
Covington, Va.	3,380-3,209-29-26-28-15	92	5,928-...	...-...	E,F,G	A,B,C,D,E,F,G,H,L,M,N
Crawfordsville, Ind.	1,081-1,566-62-...-25-11	152	7,221-7,310	9,514-9,701	A,E	A,B,C,D,M,N
Crestwood, Mo.	1,956-2,137-8-59-11-19	78	8,544-8,544	12,000-10,896	None	A,B,C,D,F,H,M,N
Crystal Lake, Ill.	3,619-4,644-10-17-44-27	. . .	10,733-...	13,520-...	E,F,G	A,B,E,G,H,N
Cudahy, Calif.	1,034-1,110-...-53-46-...	9	...-...	...-...	. . .	A,B,C,D,E,G,H,N
Cullman, Ala.	1,743-2,432-10-51-26-11	175	5,343-5,551	6,825-6,855	E,F,G	A,B,C,D,F,G,H,M,N
Cupertino, Calif.	3,389-3,240-7-27-27-37	69	...-...	...-...	H	A,B,C,D,H,N
Danville, Ky.	900-1,579-13-37-16-31	105	...-4,585	5,760-...	E,F,G	A,B,C,D,F,G,H,I,M,N
Darien t, Conn.	...-...	. . .	...-...	...-...	E,F	A,B,C,D,E,H,I,N
De Land, Fla.	2,055-2,323-18-5-28-47	174	8,403-7,612	11,772-10,649	E,F,G	A,B,C,D,E,G,H,I,L,M,N
De Pere, Wis.	2,191-3,534-26-1-27-44	96	8,406-8,406	9,834-9,834	E,F	A,B,C,D,G,H,M,N
Decatur, Ga.	2,716-2,716-23-27-9-39	. . .	8,798-8,798	11,274-11,274	F,H	A,B,C,D,F,G,H,M,N
Deer Park, Tex.	3,080-3,575-32-17-29-20	116	8,257-7,529	10,400-10,400	E,F,G	A,B,C,D,E,G,H,M,N
Deerfield v, Ill.	2,216-3,002-16-21-9-52	63	9,828-...	13,912-...	E,F,H	A,B,E,H,N
Deerfield Beach, Fla.	4,433-5,507-20-10-18-50	268	9,589-9,131	12,230-11,648	E,F,G	A,C,D,E,F,G,H,M,N
Delray Beach, Fla.	5,412-6,442-33-10-23-31	354	9,390-8,934	12,844-12,220	E,F,G	A,B,C,D,F,H,M,N
Delta tp, Mich.	1,350-1,653-31-9-26-32	50	...-8,000	...-14,500	E,F,G	C,D,F,G,H
Denison, Tex.	2,968-9,321-6-5-4-82	212	6,600-6,300	7,620-7,260	E,F,G	A,B,C,D,E,F,G,H,M,N
Dodge City, Kan.	3,495-3,109-33-9-4-52	169	6,578-6,058	8,008-7,332	E,F,G	A,B,C,D,E,F,G,H,I,M,N
Douglas, Ga.	3,500-3,663-8-5-6-79	167	5,574-5,304	7,114-6,781	B,D,E,F,G	A,B,C,D,F,G
Dover, N.H.	...-7,093-70-0-16-12	185	8,070-7,548	9,110-7,886	E,F,G	A,C,D,E,F,G,H,I,J,L,M,N
Dublin, Ga.	1,300-...	175	6,448-6,136	8,236-7,841	D,E,F,G	A,B,C,D,E,F,G,H,M,N
Duncan, Okla.	2,182-4,025-5-12-8-73	211	6,876-4,800	7,224-5,760	B,E,F,G	A,B,C,D,E,F,G,H,M,N
Duncanville t, Tex.	1,898-2,049-31-18-6-43	124	7,800-7,800	9,300-9,300	F,G	A,B,C,D,E,H,M,N
Dunedin, Fla.	4,300-3,677-20-39-23-17	255	9,464-8,996	12,090-11,518	E,F,G	A,C,D,E,F,G,H,M,N
Dunkirk, N.Y.	4,187-6,128-23-12-51-12	223	8,000-7,800	10,600-10,400	E,F,G	A,B,C,D,E,G,H,L,M,N,O

Table 1/15 continued
GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
10,000 – 24,999 continued						
Duquesne, Pa.	1,527-1,698-38-13-14-33	10	9,400-...	10,126-10,062	E,G	A,B,C,D,G,H,M,N
Durango, Colo.	1,384-1,925-6-38-17-37	93	...-...	...-...	E,F,G	A,B,C,D,E,F,H,M,N
Durant, Okla.	812-1,105-...-48-...-51	127	4,608-4,980	6,048-6,048	E,F,G	A,B,C,D,E,F,G,H,M
Dyersburg, Tenn.	1,948-6,373-10-4-6-79	170	5,951-6,016	5,951-6,016	B,D,E,G	A,B,C,D,E,F,G,H,M,N
Eagle Pass, Tex.	1,786-1,195-14-31-25-28	150	4,804-7,113	4,804-7,113	E,F,G	A,B,C,D,E,G,H,I,K,L,M,N
East Grand Rapids, Mich.	1,758-2,136-64-1-16-17	71	11,492-10,946	13,312-12,662	F,H	A,B,C,D,E,G,H,M,N
East Lyme t, Conn.	6,600-6,853-55-1-39-4	55	7,821-7,821	9,568-9,568	G	A,C,D,E,M,N
Eatontown b, N.J.	1,341-4,527-78-11-9-...	68	9,200-...	12,400-...	None	A,C,D,E,G,H,L,M,N
Eden t, N.C.	5,200-3,024-46-1-31-20	125	...-...	...-...	E,F,G	A,B,C,D,H,M,N
Edmonds, Wash.	5,393-3,460-24-13-38-23	137	8,700-8,700	10,536-10,536	E,F,H	A,B,C,D,E,G,H,N,O
El Centro, Calif.	3,942-3,795-28-24-16-30	169	10,908-10,908	12,936-12,936	E,F,G	A,B,C,D,E,G,H,J,M,N,O
El Dorado, Kan.	840-2,294-31-7-16-45	124	6,540-...	9,252-...	E,F,G	A,B,C,D,E,F,G,H,I,M,N
El Reno, Okla.	1,200-2,423-...-17-41-41	108	...-...	...-...	E,F,G,I	A,B,C,D,E,F,G,H,J,M,N
El Segundo, Calif.	5,872-5,405-42-34-16-6	241	10,764-10,548	15,636-15,252	F,G	A,B,C,D,E,G,H,L,M,N,O
Elizabeth City, N.C.	1,782-4,743-12-6-19-61	183	7,070-6,749	9,020-8,591	B,E,F,G	A,B,C,D,F,G,H,M,N
Elizabethton, Tenn.	1,933-2,659-37-16-22-23	136	6,399-5,099	...-...	B,E,F,G	A,B,C,D,E,G,H,I,J,L,M,N
Elk Grove Village v, Ill.	3,166-2,816-22-59-18-...	194	11,808-11,808	15,180-15,180	E,F,G	A,G,H,N,O
Ellensburg, Wash.	3,348-5,631-5-8-42-43	13	9,056-9,504	10,586-10,692	B,D,E,F,G	A,B,C,D,E,G,H,K,L,N
Ellwood City b, Pa.	1,023-1,634-18-4-10-65	66	7,200-7,200	9,405-9,405	B,E,F	A,B,C,E,M,N
Emmaus b, Pa.	...-...	50	7,500-...	11,000-...	F,G	A,B,C,D,E,G,H,M,N
Emporia, Kan.	3,378-4,172-32-5-15-46	176	7,140-6,900	9,120-7,860	E,F,G	A,B,C,E,G,H,M,N
Englewood, N.J.	7,457-7,530-18-68-8-3	414	9,592-9,591	13,230-13,230	None	A,C,D,E,H,K,L,M,N
Ennis, Tex.	2,250-...	...	6,000-6,000	...-...	E,F,G	A,B,C,E,G,H,I,J,M,N
Enterprise, Ala.	1,200-1,897-10-34-25-29	117	4,680-4,680	6,174-5,498	E,G	A,B,C,D,E,G,H,I,J,L,M
Escanaba, Mich.	2,703-4,574-15-1-10-72	152	8,120-8,180	9,022-9,089	A,E,F,G	A,B,C,D,E,G,H,L,M,N
Eunice, La.	908-2,230-8-20-34-35	119	5,244-5,820	...-...	D,E,F	A,C,D,E,H,I,M,N
Eureka, Calif.	5,362-3,982-22-47-30-...	267	10,068-9,348	12,300-11,412	E,F,H	A,B,C,D,G,H,N
Fairbanks, Alaska	7,679-14,107-16-12-9-61	439	17,035-15,579	21,278-18,433	A,E,F,G,	A,B,F,H,M,N
Fairfax, Va.	12,450-11,598-49-21-24-5	200	9,619-...	12,875-...	F,G,	A,B,C,D,F,H,M,N
Fairview Park, Ohio	1,876-3,483-22-19-10-47	103	10,174-10,174	12,125-12,125	E,F,	A,B,C,D,F,G,H,M,N
Falls Church, Va.	...-5,729-45-20-9-24	...	10,256-...	15,149-...	F,H	A,B,C,D,E,G,H,L,M,N
Farmington t, Conn.	6,879-7,284-71-...-21-6	404	...-...	...-...	E,F	A,B,C,D,E,F,G,H,I,L,M,N
Farmington, Mich.	1,390-1,690-40-3-24-30	56	9,500-...	14,550-...	F,H	A,B,C,E,F,G,H,M,N
Farmington, N.M.	2,754-7,810-1-26-3-68	375	6,888-6,108	9,696-8,592	A,E,F,G	A,B,C,D,E,G,H,L,M,N,O
Farrell, Pa.	3,311-1,363-40-26-26-5	71	9,194-8,930	9,950-9,686	E,F	A,C,D,E,M,N
Fergus Falls, Minn.	4,130-3,577-21-0-31-46	120	8,167-...	9,679-...	E,F,G	A,B,C,D,E,G,H,M,N
Florence, Ky.	...-...	25	...-...	...-...	E,H	A,F,H,N
Fontana, Calif.	1,703-2,797-14-43-26-15	94	10,488-...	12,552-...	F	A,B,C,D,G,H
Forest Park, Ga.	1,984-2,639-33-3-12-49	197	7,032-7,032	9,888-9,888	F,G	A,B,C,D,G,H,M,N
Forest Park, Ohio	1,000-859-42-9-21-27	31	9,653-9,653	10,978-10,978	None	A,B,C,D,H,N,O
Forrest City, Ark.	1,112-907-7-12-42-37	93	6,900-7,113	7,500-7,260	E,F,G	A,B,C,D,E,G,H,M,N
Fort Madison, Iowa	3,306-2,316-52-4-23-19	94	8,316-8,316	10,996-9,876	E,F,G	A,B,C,D,E,F,G,H,I,M,N
Fort Thomas, Ky.	1,139-1,350-55-10-24-9	68	8,645-8,445	9,045-8,845	F	A,B,C,D,E,G,H,M,N
Fort Walton Beach, Fla.	3,500-3,500-20-9-28-41	280	7,656-6,944	10,260-9,306	E,F,G	A,B,C,D,E,F,G,H,I,M,N,O
Fostoria, Ohio	3,000-3,345-11-35-13-39	100	8,858-8,858	10,449-10,449	E,F,G	A,B,C,D,E,F,J
Franklin t, Mass.	13,015-12,450-40-3-19-36	10	8,728-7,914	9,781-9,448	E,F,G	A,B,D,E,F,H,L
Fraser, Mich.	1,697-2,199-43-5-21-30	78	10,700-10,700	14,502-14,502	F,H	A,B,C,D,E,H,M,N
Frederick, Md.	4,663-4,376-51-8-12-28	375	8,000-7,900	9,788-11,570	E,F,G	A,B,C,D,M
Fredericksburg, Va.	7,329-8,426-24-24-26-24	220	8,190-8,190	10,400-10,400	E,F,G	A,B,C,D,E,G,H,M,N,O
Fredonia v, N.Y.	957-1,419-25-24-17-31	70	7,092-9,200	13,850-12,300	E,F,G	A,B,C,D,E,G,H,N
Fremont, Neb.	4,100-6,310-16-5-12-64	123	6,000-8,000	9,800-9,800	A,E,F,G	A,B,C,D,E,F,G,H,L,N
Gainesville, Ga.	4,241-4,221-52-22-12-12	279	6,432-6,432	8,124-8,124	E,F,G	A,B,C,D,F,G,H,L,M,N
Gainesville, Tex.	1,403-1,624-29-23-11-35	146	6,324-6,324	...-...	E,F,G	A,B,C,D,E,F,G,H,M,N
Galena Park, Tex.	1,229-992-36-14-...-49	85	...-...	8,700-7,740	E,F,G	A,B,C,D,E,M,N
Gallup t, N.M.	4,155-5,385-1-30-9-58	322	6,600-5,280	8,880-7,800	B,E,F,G	A,B,C,D,E,F,G,H,I,K,L,M,N,O
Garden City, Kan.	1,070-8,697-2-0-1-95	137	7,020-...	8,844-...	A,C,E,F,G	A,C,D,E,F,G,H,I,L,M
Geneva, N.Y.	3,080-2,991-27-23-26-22	140	8,770-7,930	10,113-9,113	E,F,G	A,B,C,D,E,F,G,H,N
Gilroy, Calif.	1,898-4,794-20-17-19-41	96	10,236-9,756	12,546-11,800	E,F,G	A,B,C,D,E,G,H,L,N
Glassboro b, N.J.	...-5,848-72-8-8-10	54	7,500-8,400	9,925-9,900	E,G	A,B,D,E,G,H,L,M,N
Glastonbury t, Conn.	10,928-10,928-73-0-20-6	153	8,903-...	11,108-...	E,F	A,B,C,D,E,F,G,H,I,L,N
Glen Ellyn v, Ill.	2,000-2,950-21-34-14-29	135	10,000-...	16,000-...	E,F,G	A,B,E,H
Glencoe v, Ill.	1,986-2,258-41-21-7-29	86	11,580-11,580	14,820-14,460	F,G	A,B,E,H,M,N,O
Glendale, Wis.	3,805-3,059-45-1-37-16	...	9,948-9,588	11,760-11,268	G,I	A,B,H,M,N
Glendale Heights v, Ill.	864-1,100-21-41-24-12	67	10,668-...	15,059-...	E,F,G	A,C,D,G,H,L,N
Golden Valley v, Minn.	2,470-2,838-62-...-4-33	102	10,920-...	13,380-...	F,G	A,B,C,D,H,L,N
Grand Haven, Mich.	1,700-5,134-22-0-11-65	130	9,794-9,074	11,370-10,512	A,E,F,G	A,B,C,D,E,F,H,N,O
Grandview, Mo.	1,600-1,685-14-59-18-7	105	7,860-7,500	10,086-9,600	F	A,B,C,D,H,N
Grants Pass, Ore.	7,188-7,475-8-22-41-28	115	7,704-7,524	9,840-9,612	E,F,G	A,B,C,D,H,L,N
Great Bend, Kan.	2,551-2,142-52-6-22-17	92	...-...	...-...	E,F	A,C,E,F,G,H,I,L,N
Greenbelt, Md.	1,364-1,424-35-7-45-11	67	9,276-...	11,939-...	None	A,B,C,D,F,M
Greendale v, Wis.	2,379-1,967-23-3-60-11	90	9,623-8,820	12,471-11,544	F,G	A,B,C,D,E,G,H,M,N,O
Greenville t, Tenn.	2,477-3,443-36-20-24-18	131	7,267-7,267	8,356-8,356	A,E,F,G	A,B,C,D,G,H,I,L,M,N
Greenville, Tex.	1,500-5,033-20-3-4-70	279	7,212-6,528	8,760-7,956	A,E,F,G	A,B,C,D,E,F,H,L,M,N
Greenwood, Miss.	1,179-2,741-26-46-23-4	...	7,056-7,056	10,500-10,500	A,E,F,G	A,B,C,D,E,F,G,H,J,L,M,N
Greenwood, S.C.	1,800-2,734-26-10-27-34	144	6,486-6,486	7,884-7,509	None	A,G,H,M,N
Griffin, Ga.	6,501-5,266-11-13-7-67	...	...-...	...-...	B	A,B,C,D,E,F,G,H,J,M,N
Grosse Pointe Farms, Mich.	2,544-2,562-64-10-10-13	108	11,360-11,000	13,660-13,300	F,G	A,C,D,G,H,L,M,N
Groves, Tex.	1,245-2,270-38-16-10-34	96	7,862-7,525	9,048-8,873	E,F,G	A,B,C,D,E,H,M,N

Table 1/15 continued
GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
10,000 – 24,999 continued						
Haddonfield b, N.J.	1,815-1,815-51-18-3-26	102	8,352-8,352	11,746-11,746	E,F,G	A,C,D,E,M,N
Hamburg v, N.Y.	1,236-1,620-45-11-10-33	71	8,600-...	10,050-...	E,F,G	A,8,C,D,G,H,M,N
Hampton tp, Pa.	1,557-1,424-27-19-16-37	39	9,605-...	11,185-...	E,F	A,B,C,D,G,H,L,M,N
Harper Woods, Mich.	2,600-2,244-71-4-18-5	105	10,200-10,000	14,400-13,900	F,H	A,C,D,E,H,M,N
Hastings, Minn.	679-2,817-29-29-10-30	49	10,138-9,096	11,328-10,164	G	A,B,C,E,G,H,N
Hastings, Neb.	4,348-7,168-11-2-13-73	305	7,320-8,040	9,120-9,024	A,D,E,F,G	A,8,C,D,E,H,N
Hawthorne b, N.J.	...-...	...	...-...	...-...	F,G	A,C,D,E,G,H,M,N
Hays, Kan.	1,391-2,119-38-9-12-39	101	6,420-6,120	8,040-7,680	E,F,G	A,C,E,F,G,H,M,N
Hereford, Tex.	849-1,648-26-16-12-44	64	9,000-...	9,360-...	E,F,G	A,C,D,H,M,N
Hickory, N.C.	4,100-5,760-44-11-33-11	301	7,030-6,386	...-8,154	E,F,G	A,8,C,D,E,F,G,H,M,N
Highland t, Ind.	2,071-3,001-40-...-28-31	83	9,516-...	11,740-...	F,H	A,C,D,H,M,N
Hillsboro, Ore.	693-1,774-7-...-8-84	112	12,384-9,000	12,792-11,400	E,F,G	A,8,C,D,E,F,G,H,L,M,N,O
Hillsdale b, N.J.	1,645-5,961-89-7-2-...	58	...-...	...-...	F	A,C,D,E,H,L,M,N
Hillside tp, N.J.	...-10,400-74-22-3-...	196	11,737-11,737	12,810-12,810	None	A,8,D,E,F,G,H,M,N
Homestead, Fla.	2,462-8,818-7-2-9-80	231	8,944-8,653	10,317-9,651	A,E,F,G	C,D,E,G,H,J,M,N
Homewood, Ala.	2,658-2,721-11-69-19-...	...	...-...	...-...	None	A,8,C,D,E,G,H,M,N
Homewood v, Ill.	3,400-3,794-27-20-26-25	91	11,272-10,844	13,983-13,412	E,F,G	A,8,H,L,N
Hopewell, Va.	...-10,266-31-49-11-7	...	8,152-7,775	10,357-9,867	E,F	A,8,C,D,E,F,G,H,I,J,K,L,M,N
Humboldt, Tenn.	1,305-1,406-35-7-32-25	97	6,240-5,533	6,682-6,188	B,D,E,G	A,C,D,E,F,G,H,M,N
Huntsville, Tex.	...-2,052-20-21-12-45	134	7,500-6,600	9,120-7,968	E,F,G	A,8,C,D,E,H,L,M,N
Imperial Beach, Calif.	2,248-1,932-32-10-28-28	...	11,730-11,730	13,908-13,908	F	A,8,C,D,H,M,N
Indio, Calif.	...-3,509-16-28-26-28	134	...-...	...-...	G	A,8,C,G,H
Inver Grove Heights v, Minn.	901-1,190-24-5-28-41	29	9,672-...	11,952-...	F,G	A,B,C,D,F,H,N
Jacksonville, Ill.	1,900-1,988-3-41-19-35	105	8,200-8,200	12,000-12,000	E,G	A,C,D,E,F,G,H,L,N
Jacksonville, N.C.	1,500-2,433-36-13-28-20	200	6,240-5,808	8,177-7,592	E,F,G	A,8,C,D,F,G,H,L,M,N
Jefferson tp, N.J.	2,200-6,398-90-3-4-2	81	9,500-...	11,800-...	H	A,8,C,D,E,H,L,M,N
Jeffersonville, Ind.	2,211-3,077-49-1-28-20	138	7,608-7,608	8,124-8,124	E,F	A,8,C,D,G,H,I,L,M,N
Jennings, La.	578-2,228-13-8-22-56	93	...-...	...-...	...	...
Johnston t, R.I.	7,922-7,897-69-0-28-2	153	8,681-6,500	9,977-7,436	None	A,8,C,D,E,F,G,H,I,N
Kearney, Neb.	3,538-4,815-19-17-53-9	147	6,720-...	9,240-...	8,E,F,G	A,B,C,D,E,F,G,H,I,M,N
Keene, N.H.	3,982-3,932-33-...-36-29	185	7,533-7,533	10,095-10,095	E,F,G	A,8,C,D,E,F,G,H,I,L,N,O
Kennewick, Wash.	4,100-3,089-14-18-30-35	...	...-...	...-...	...	...
Kentwood, Mich.	1,018-1,581-20-0-23-55	49	8,775-8,400	12,000-9,900	F,H	A,8,C,D,F,H,N
Kewanee, Ill.	1,371-1,839-20-36-11-31	112	9,858-9,828	11,052-10,810	E,F,G	A,B,C,F,G,H,M,N
Kingston b, Pa.	1,100-...	...	7,000-6,500	10,200-9,200	None	A,B,C,E,G,H,M,N
Kinston, N.C.	3,179-8,374-9-3-12-74	376	6,456-6,456	7,476-7,104	B,E,F,G	A,B,C,D,E,F,G,H,I,M,N
Kirkland, Wash.	2,500-4,462-12-7-45-34	91	...-...	...-...	F,H	A,8,C,D,E,F,G,H,L,N
Kirksville, Mo.	2,023-2,023-19-4-27-47	86	4,800-4,800	6,000-6,000	E,F,G	A,B,C,D,G,H,N
Kittery t, Me.	2,854-2,612-58-6-35-...	40	7,110-...	8,180-...	E,F	A,8,C,D,H,N
La Grange, Ga.	4,348-4,237-26-12-14-46	265	6,198-5,907	7,530-7,176	8,D,E,F,G,I	A,8,C,D,E,F,G,H,L,M,N
La Grange v, Ill.	1,491-2,458-16-40-18-24	89	12,504-12,252	14,580-14,256	F,G	A,B,D,G,H,M,N,O
La Grange Park v, Ill.	967-1,796-35-15-20-28	49	12,144-...	13,455-...	G	A,H
La Marque, Tex.	1,300-999-56-22-...-21	12	...-...	9,552-9,552	E,F,G	A,B,C,D,E,F,H,M
La Verne, Calif.	716-4,630-11-2-10-75	70	10,812-10,554	12,816-12,504	G	A,B,C,D,H,M,N
Laconia, N.H.	6,335-6,587-71-3-17-7	149	7,612-6,606	9,880-8,382	F,G	A,B,C,D,E,F,G,H,I,L,M,N
Lafayette, Calif.	1,400-1,220-1-38-46-12	7	...-...	...-...	None	A,B,G,H,N
Laguna Beach, Calif.	3,600-5,453-25-16-10-47	179	11,364-10,866	13,296-12,720	E,F	A,B,C,D,G,H,M,N,O
Lake Forest, Ill.	3,300-4,309-39-16-7-36	163	11,448-11,172	14,652-14,292	F,G	A,C,D,E,F,H,M,N,O
Lake Jackson, Tex.	1,164-1,592-41-7-4-46	100	...-...	...-...	E,F,G	A,8,C,D,E,H,M,N
Lamesa, Tex.	871-1,347-24-15-...-59	92	7,260-6,120	7,560-6,420	E,F,G	A,B,C,D,E,H,M,N
Lancaster v, N.Y.	1,235-1,694-48-14-11-25	55	9,000-...	12,037-...	E,F,H	A,8,G,H,M,N,O
Laramie, Wyo.	2,040-2,369-14-17-26-41	133	6,576-6,204	8,304-7,836	E,F,G,I	A,B,C,D,F,G,H,M,N,O
Larkspur, Calif.	1,554-1,515-49-15-11-23	57	10,344-10,092	...-...	E	A,B,C,D,E,H,N
Laurel t, Md.	1,659-1,499-48-2-43-6	66	9,678-...	12,967-...	None	A,B,C,D,H,K,L,M,N
Laurel, Miss.	...-9,398-13-13-49-23	356	7,200-7,200	10,614-10,614	F,G	A,B,C,D,E,F,G,H,I,M,N
Lawndale, Calif.	1,742-1,726-...-39-45-15	32	...-...	...-...	F	A,B,C,D,G,H,M,N
Lawrence tp, N.J.	4,147-2,902-52-30-13-3	103	10,314-8,387	13,420-10,194	None	A,B,C,D,G,H,M,N
League City, Tex.	1,747-1,360-43-17-6-32	...	...-...	...-...	E,F,G	A,B,C,D,E,H,N
Lebanon, Tenn.	...-...	...	...-...	...-...	8,D,E,F,G	A,B,D,F,G,H,I,M,N
Leesburg, Fla.	2,793-7,340-5-1-7-85	272	...-...	...-...	B,D,E,F,G	A,C,D,E,H,M,N
Liberal, Kan.	1,575-1,837-27-8-15-47	98	7,368-6,672	9,168-8,304	E,F,G	A,C,D,E,F,G,H,I,M,N
Lincoln, Ill.	2,000-1,750-34-34-28-2	91	8,400-8,400	8,400-8,400	E,F	A,B,E,N,O
Lock Haven, Pa.	1,109-1,352-15-16-16-51	58	8,529-7,200	8,900-8,350	E,F,G	A,B,C,D,E,G,H,K,N
Logan, Utah	2,778-4,948-3-10-9-76	197	7,752-7,752	9,876-9,876	A,E,F,G	A,C,D,E,F,G,H,M
Lomita, Calif.	1,051-1,221-...-38-55-6	17	...-...	...-...	None	A,C,D,H
Longmont, Colo.	11,518-8,314-5-24-17-52	370	8,220-7,716	10,296-9,636	B,E,F,G	A,8,C,D,E,G,H,M
Los Alamitos, Calif.	1,134-1,029-26-54-19-...	44	10,572-...	12,984-...	None	A,8,C,D,H
Los Gatos, Calif.	2,700-2,788-23-40-15-22	103	11,616-...	14,148-...	F	A,B,C,E,H,N
Loveland, Colo.	2,315-4,271-9-20-7-62	170	8,244-7,200	10,332-9,024	A,E,F,G,I	A,B,C,D,E,F,G,H,I,L,M,N,O
Lower Allen tp, Pa.	556-949-10-44-14-31	41	8,216-...	10,478-...	...	A,B,C,D,G,H,N
Lufkin, Tex.	2,624-2,999-34-25-15-24	253	6,945-6,879	7,672-7,680	E,F,G	A,B,C,D,H,M,N
Lumberton, N.C.	2,166-5,737-9-3-18-68	...	6,476-6,476	8,147-8,147	B,E,F,G	A,B,C,D,E,F,G,H,I,M,N,O
Lynbrook v, N.Y.	3,500-3,500-78-...-6-14	131	9,859-...	13,273-...	None	A,C,D,E,H,M,N
McCandless tp, Pa.	1,350-1,478-28-36-5-29	58	8,800-...	11,250-...	E,F	A,B,D,E,H,M
McKinney, Tex.	1,903-2,025-22-17-14-45	137	6,288-6,000	8,916-7,920	E,F,H	A,C,D,E,G,H,L,N
McMinnville, Ore.	3,502-2,387-14-21-45-18	65	8,940-...	11,340-...	E,F	A,B,C,D,E,H,N
McPherson, Kan.	2,002-1,224-45-0-14-38	50	6,600-7,140	7,620-7,440	A,E,F,G	A,C,D,E,F,H,M,N
Madera, Calif.	2,317-2,373-13-22-23-40	143	8,712-8,100	10,572-9,840	E,F,G	A,B,C,D,G,H,I,K,L,M,N

Table 1/15 continued
GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
10,000 – 24,999 continued						
Madison, Ind.	...-1,689-41-4-15-37	66	...-...	8,000-...	E,G	A,B,C,D,H,M,N
Magnolia, Ark.	746-869-11-2-51-33	70	7,247-7,247	7,971-7,971	E,F,G	A,B,C,D,F,G,H,I,J,N
Malverne v, N.Y.	1,386-1,386-85-...-8-5	72	9,039-...	14,273-...	None	A,C,D,E,G,H,L,M,N
Mamaroneck v, N.Y.	3,448-3,304-79-2-8-9	144	12,094-...	14,183-...	None	A,B,C,D,G,H,K,L,M,N
Manheim tp, Pa.	1,851-1,566-28-17-7-47	39	8,681-...	10,632-...	F	A,B,C,D,N
Marion, Iowa	...-2,457-44-29-26-...	82	8,112-8,172	...-...	G	A,B,C,D,E,F,G,H,M
Marquette, Mich.	3,188-3,488-29-...-47-23	167	7,800-7,200	9,528-7,980	A,E,F,G	A,B,C,D,E,F,G,H,I,L,M,N
Marshall, Tex.	2,396-3,414-28-16-15-39	214	6,516-6,516	7,068-7,068	E,F,G	A,B,C,E,F,G,H,M,N
Martinsville, Va.	8,229-10,811-21-18-31-28	295	7,032-7,200	10,440-9,948	B,E,F,G	A,B,C,D,E,G,H,K,M,N
Maryville, Tenn.	3,960-7,239-10-8-19-61	104	6,691-6,373	8,133-7,746	B,E,F,G	A,B,C,D,E,G,H,I,L,M,N
Matawan tp, N.J.	1,651-7,490-86-3-6-3	78	8,830-...	12,600-...	E,F,G	A,C,D,E,G,H,M,N
Mattoon, Ill.	2,500-1,821-42-29-18-9	166	...-...	...-...	. . .	. . .
Mayfield, Ky.	...-1,174-22-48-25-3	105	6,804-6,539	...-...	. . .	A,B,C,D,F,G,H,L,N
Mayfield Heights, Ohio	2,845-2,966-28-28-12-30	100	9,600-...	12,425-...	. . .	A,B,C,D,G,H,M,N
Meadville, Pa.	2,163-2,343-30-23-16-29	123	8,672-8,050	9,022-9,300	E,F,G	A,C,D,E,G,H,M,N,O
Medina, Ohio	2,119-2,409-13-34-14-37	90	9,126-...	11,232-...	G	A,B,C,D,F,G,H,M,N
Menasha, Wis.	10,046-12,340-40-51-7-0	100	10,104-...	10,776-...	A,G	A,C,D,E,F,H,L,M,N
Menomonie, Wis.	1,883-1,792-26-3-45-24	100	8,040-7,140	9,672-8,556	E,F,G	A,B,C,D,G,H,J,N
Mequon, Wis.	2,273-1,744-41-1-48-9	75	9,592-...	11,775-...	F	A,B,C,D,E,F,G,H
Mercer Island, Wash.	1,854-3,240-23-13-30-32	117	9,300-9,300	12,000-12,000	F,H	A,C,D,E,H
Merriam, Kan.	...-...	. . .	6,852-6,852	10,116-8,747	None	A,C,D,G,H
Mexico, Mo.	1,851-1,842-24-11-13-50	97	6,084-5,676	8,148-7,608	None	A,B,C,D,E,F,G,H,I,K,M,N
Middleborough t, Mass.	9,706-14,786-43-2-22-31	161	8,277-7,607	9,434-8,758	B,C,E,G	A,B,C,D,E,G,H,K,L,M,N
Milford t, Mass.	10,656-6,474-83-7-9-...	246	10,193-10,229	11,232-11,376	E	A,B,C,D,E,F,G,H,J,L,M
Mill Valley, Calif.	2,931-3,091-48-13-16-21	95	11,322-10,998	14,004-13,032	E,F	A,B,C,D,E,G,H,L,N
Mineral Wells, Tex.	1,100-2,644-17-11-26-44	164	7,140-6,804	8,688-8,688	E,F,G	A,B,C,E,F,G,H,I,M,N,O
Miramar, Fla.	2,801-1,288-...-27-72-...	140	10,400-...	13,027-...	E,F,G	A,C,D,E,H,K,M,N
Moberly, Mo.	...-...	. . .	5,580-5,580	7,260-7,260	E,F,G	A,B,C,D,F,G,H,I,L,M,N
Monessen, Pa.	1,058-971-44-18-26-10	66	8,325-...	8,925-...	None	A,B,C,D,E,G,H,I,L,M,N
Monmouth, Ill.	800-1,701-19-20-60-...	72	7,400-7,300	8,800-8,700	E,F,G	A,B,C,F,G,H,J,M,N
Monroe, Mich.	4,374-4,433-69-3-23-3	239	8,715-8,715	11,918-11,918	E,F,G	A,B,C,D,E,G,H,M
Monroe, N.C.	...-8,046-9-3-6-80	193	7,748-6,708	8,890-8,406	B,D,E,F,G	A,B,C,D,F,G,I,M,N
Montville t, Conn.	6,000-5,870-69-1-29-...	. . .	7,300-...	9,500-...	E,F	A,B,C,D,E,H,K,N
Moore, Okla.	1,114-1,008-...-44-19-35	. . .	7,200-7,200	...-...	E,F,G	A,C,E,F,G,H,J,M,N
Morristown t, N.J.	6,098-9,394-86-1-7-4	184	9,471-9,471	12,589-12,589	E,G	A,B,C,D,E,G,H,I,M,N
Morristown, Tenn.	8,700-4,848-35-26-24-13	195	6,157-5,595	8,278-7,488	B,E,F,G	A,B,C,D,E,G,H,I,M,N
Morrisville b, Pa.	668-1,191-21-7-16-54	45	8,617-...	10,177-...	E,G	A,B,C,D,E,G,H,M,N
Moscow, Idaho	2,657-1,961-21-37-10-30	67	7,464-...	8,544-...	E,F,G	A,B,C,D,E,G,H,N
Moses Lake, Wash.	1,595-1,438-17-30-37-14	87	8,124-8,340	9,408-9,648	E,F,G	A,B,C,D,E,G,H,M,N
Moultrie, Ga.	1,550-5,952-5-2-5-85	193	6,240-5,928	7,592-7,228	B,C,E,F,G	A,B,C,D,E,F,G,H,I,M,N
Moundsville, W. Va.	1,049-1,392-9-53-19-17	80	8,676-8,187	9,156-8,667	E,F,G	A,B,C,D,E,G,H,M,N
Mount Holly tp, N.J.	1,667-1,667-39-...-36-23	67	8,838-...	11,118-...	None	A,B,C,D,E,G,H,M,N
Mount Pleasant, Mich.	3,805-3,780-19-0-28-51	103	8,258-7,920	9,568-9,172	E,F,G	A,B,C,D,E,F,G,H,I,M,N,O
Mount Vernon, Ohio	1,350-2,213-8-31-15-44	111	6,720-6,720	8,280-8,280	E,F,G	A,B,C,D,E,F,N
Mountlake Terrace, Wash.	4,893-3,375-23-19-26-30	128	9,696-9,120	11,208-11,352	E,F,H	A,B,C,D,E,G,H,N
Muscatine, Iowa	5,607-4,632-35-2-18-43	220	6,858-6,858	7,938-7,938	A,E,F,G	A,B,C,D,E,F,G,H,I,L,M,N
Muskego, Wis.	2,599-1,264-19-7-58-14	. . .	10,330-...	11,400-...	E,F	A,C,D,E,G,H,N
Muskegon Heights, Mich.	1,952-2,044-40-4-48-7	149	11,050-10,700	11,650-11,300	F,G	A,B,C,D,E,F,G,H,I,L,M,N
Nederland, Tex.	...-1,370-23-21-5-49	. . .	...-...	...-...	E,F,H	A,B,C,D,E,G,H,M,N
New Bern, N.C.	...-5,628-10-6-9-73	222	6,864-6,537	8,343-7,207	B,E,F,G	A,B,C,D,E,F,G,H,M,N
New Brighton v, Minn.	1,176-1,767-24-4-28-42	75	9,036-...	12,204-...	F,G	A,B,C,D,G,H,N
New Canaan t, Conn.	...-11,278-82-1-15-1	129	9,918-8,918	12,382-11,382	E,F	A,B,C,D,G,H,K,N
New Carrollton, Md.	576-600-35-3-60-1	30	...-...	...-...	None	A,C,M,O
New Hope v, Minn.	2,900-2,767-24-1-20-53	74	10,692-...	13,068-...	F,H	A,B,C,D,G,H,N,O
New Kensington, Pa.	2,656-1,467-43-23-15-17	72	...-...	14,500-9,700	E,G	A,B,C,D,G,H,M,N
New Providence b, N.J.	7,525-7,332-89-...-1-9	62	10,000-...	12,500-...	E	A,B,C,D,E,H,M,N
New Ulm, Minn.	2,022-2,126-35-14-34-15	69	8,789-...	9,519-...	D,E,F,G,I	A,B,C,D,E,F,G,H,N,O
Newnan, Ga.	1,423-1,434-34-13-5-46	128	6,115-6,115	8,611-8,611	B,E,F,G	A,B,E,F,G,H,M,N
Newton, Kan.	3,241-6,221-1-66-8-23	133	7,020-7,020	8,844-8,844	E,F,G	A,B,C,E,F,G,H,M,N,O
Newtown tp, Pa.	839-839-40-6-14-38	25	9,300-...	11,100-...	F	A,B,C,D,H,N
Norco, Calif.	2,700-2,950-14-12-45-28	49	...-9,168	...-10,860	F,G	A,C,D,H,L,N
Norfolk, Neb.	1,400-2,503-28-31-23-16	112	7,200-6,900	7,800-7,400	B,E,F,G	A,C,D,E,G,H,L,N
North Augusta, S.C.	1,200-1,609-25-8-27-38	. . .	...-...	...-...	F,G	A,C,D,E,F,H,M,N
North Branford t, Conn.	4,921-4,921-72-2-24-1	55	7,314-...	9,482-...	. . .	A,B,C,D,E,H,L,N
North Plainfield b, N.J.	2,287-7,094-89-4-4-1	105	9,108-9,699	12,000-12,787	None	A,B,C,D,E,F,G,H,N
North Platte, Neb.	3,929-3,079-29-16-41-12	170	...-...	...-...	B,E,F,G	A,B,C,D,E,F,G,H,I,L,M,N
North Reading t, Mass.	...-4,957-90-0-3-4	379	8,767-8,351	10,955-9,740	G	A,B,C,D,E,F,G,H,M,N
North Richland Hills t, Tex.	1,430-1,416-60-23-9-6	112	7,440-7,056	8,112-7,656	F,G	A,B,C,D,E,H,N
North Royalton, Ohio	1,900-1,857-21-35-5-37	68	9,785-9,785	11,799-11,799	E,F	A,C,D,F,H,M,N
Northbridge t, Mass.	4,154-4,396-51-0-44-3	193	8,932-7,809	10,795-9,030	E,F,G	A,B,C,D,E,F,G,H,L,M,N,O
Northfield, Minn.	680-...	. . .	...-...	9,480-...	E,F,G	A,B,C,D,E,G,H,J,N
Oakland Park, Fla.	3,092-4,007-18-43-20-18	217	10,314-9,933	12,505-12,035	E,F,H	A,B,C,D,E,G,H,M,N
Oakwood, Ohio	1,400-...	89	10,441-10,441	12,667-...	G	A,B,C,D,G,H,L,M,N,O
Ocala, Fla.	6,567-15,015-5-0-8-85	540	7,512-7,076	11,029-10,395	B,E,F,G	A,B,C,D,E,F,H,I,M,N
Okmulgee, Okla.	812-1,455-...-22-26-50	153	5,280-5,280	6,300-6,300	E,F,G	A,B,C,D,E,H,M,N
Olathe, Kan.	3,500-4,521-32-...-8-58	164	8,800-6,600	...-...	E,F,G	A,B,C,D,E,F,G,H,I,L,M,N
Olympia, Wash.	1,000-1,082-11-12-20-55	38	10,020-10,020	11,400-11,400	E,F,G	A,C,D,E,F,G,H,M,N

Table 1/15 continued GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
10,000 – 24,999 continued						
Oneida, N.Y.	...-2,287-34-13-30-20	91	7,750-7,350	8,750-8,350	G	A,B,C,D,H,J,L,N
Oneonta, N.Y.	3,362-3,362-32-4-47-14	168	8,100-7,800	9,400-9,100	E,F,G	A,C,D,E,G,H
Ormond Beach, Fla.	2,023-2,277-29-23-29-17	192	7,978-7,973	10,183-10,183	E,F,G	A,B,C,D,E,G,H,M,N
Ossining v, N.Y.	3,416-4,196-56-7-13-22	142	12,100-...	13,300-...	E,F,H	A,B,C,D,G,H,K,L,M,N
Oswego, N.Y.	6,439-6,278-24-30-30-14	319	8,500-8,250	9,500-9,250	E,F,G	A,B,C,D,G,H,L,N
Ottawa, Kan.	1,407-2,986-19-11-13-56	123	6,809-6,809	7,827-7,827	A,E,F,G	A,C,E,F,H,N
Owosso, Mich.	1,841-2,999-32-0-23-43	94	8,200-8,950	10,500-10,450	E,F,G	A,B,C,D,E,G,H,N,O
Oxford, Ohio	2,390-1,724-8-28-18-44	58	8,606-...	10,468-...	E,F,G	A,C,D,F,G,H,M,N,O
Palm Springs, Calif.	11,800-15,991-19-21-13-44	374	10,334-9,852	12,516-11,976	E,F	A,B,C,D,E,G,H,L,M,N
Palos Verdes Estates, Calif.	1,384-1,269-49-22-28-...	...	11,976-11,424	14,568-13,872	None	A,B,C,D,G,H,N
Pampa, Tex.	2,900-2,925-29-7-21-40	180	6,264-5,664	7,380-6,780	E,F,G	A,B,C,D,E,G,H,M,N
Paris, Tex.	1,813-2,250-35-30-19-13	191	6,792-6,792	...-...	E,F,G	A,B,C,D,E,G,H,M,N
Patchogue v, N.Y.	1,328-1,195-60-9-22-8	49	...-...	...-...	E,F	A,B,C,D,H,M,N
Pecos, Tex.	927-1,382-21-17-11-49	82	7,848-...	8,040-...	E,F,G	A,B,C,D,F,G,H,K,M
Peekskill, N.Y.	4,655-4,855-52-3-22-21	201	10,210-9,515	12,724-12,163	E,F,G	A,B,C,D,G,H,I,L,M,N
Pendleton, Ore.	1,776-3,268-19-17-37-25	123	8,196-7,872	9,960-9,576	E,F,G	A,B,C,D,F,H,N,O
Peters tp, Pa.	817-734-30-36-20-12	22	8,700-...	...-...	None	A,C,D,E,H
Pharr, Tex.	947-1,187-39-29-...-30	134	...-...	...-...	E,F,G	A,C,D,E,F,G,N
Phoenixville b, Pa.	1,335-2,459-27-19-19-34	113	8,278-...	10,362-...	E,F,G	A,B,C,D,E,G,H,L,M,N
Piedmont, Calif.	2,000-1,990-72-5-12-9	82	11,700-11,500	13,400-12,300	F	A,B,C,D,G,H,N
Pinellas Park, Fla.	3,696-5,049-13-17-26-44	205	8,600-4,196	10,983-10,410	E,F,H	A,B,C,D,E,G,H,M,N
Pinole, Calif.	1,561-2,059-25-10-38-25	53	10,716-10,392	13,032-12,648	E,F	A,B,C,D,H,N,O
Piqua, Ohio	2,070-5,608-7-15-12-64	215	9,215-9,215	11,711-11,711	A,E,F,G,I	A,C,D,E,F,H,J,M,N
Pittsburg, Kan.	2,579-2,829-41-1-23-33	150	6,012-6,012	7,848-7,848	E,F,G	A,B,C,D,E,G,H,N
Plainview, Tex.	1,596-2,614-28-26-6-38	151	6,324-6,324	...-...	E,F,G	A,B,C,D,E,G,H,M,N
Plant City, Fla.	3,400-3,400-14-14-26-44	226	8,089-6,989	9,809-8,488	E,F,G	A,B,C,D,E,F,G,H,M,N
Plattsburgh, N.Y.	4,891-7,527-...-25-20-53	272	8,200-8,200	10,950-10,950	B,E,F,G	A,B,C,D,E,G,H,L,M,N
Pleasantville, N.J.	2,554-2,862-36-11-18-34	...	8,025-8,025	10,350-10,350	E,F,G	A,B,C,D,E,G,H,I,L,M,N
Plymouth, Mich.	2,379-2,765-38-8-21-31	76	10,360-9,805	14,135-13,935	F,H	A,C,D,E,F,G,H,I,L,N
Plymouth, tp, Pa.	1,608-2,320-26-19-10-43	74	8,800-...	11,720-...	F	A,B,C,D,H,M,N
Port Angeles, Wash.	...-2,219-26-19-30-24	157	10,032-9,324	11,136-11,196	B,E,F,G	A,B,C,D,E,F,H,M,N
Port Neches, Tex.	810-946-6-19-11-62	58	...-...	...-...	E,F,G	A,B,C,D,E,G,H,M,N
Portales, N.M.	1,010-1,068-2-36-12-49	92	6,288-5,688	9,720-7,968	E,F,G	A,B,C,D,E,F,G,H,M
Porterville, Calif.	2,024-2,833-11-26-26-35	142	8,340-7,740	10,164-9,432	E,F,G	A,B,C,D,E,H,M,N,O
Prescott, Ariz.	2,164-4,395-4-34-15-45	192	7,855-7,481	11,053-10,527	E,F,G	A,B,C,D,E,H,M,O
Presque Isle, Me.	3,238-3,600-71-16-12-...	100	...-...	...-...	None	A,B,C,D,E,G,H,N
Princeton b, N.J.	2,849-2,692-40-30-5-23	91	10,000-...	12,750-...	E,F	A,B,C,D,E,G,H,I,M,N
Princeton tp, N.J.	3,066-2,943-41-0-18-38	88	10,000-...	12,750-...	None	A,B,C,D,E,G,H,L,M,N,O
Pulaski t, Va.	250-827-27-32-40-...	133	6,237-5,000	8,164-6,012	E,F,G	A,B,C,D,F,G,H,M,N
Puyallup, Wash.	2,340-3,733-12-15-32-39	132	9,816-9,816	12,156-12,156	E,F,G	A,C,D,E,F,G,H,L,M,N
Randolph tp, N.J.	3,200-2,173-72-14-8-4	78	9,100-...	12,700-...	None	A,B,C,D,E,G,H,I,M,N,O
Red Bank b, N.J.	...-...	...	...-...	...-...	F,G	A,C,D,E,G,H,M,N
Red Bank, Tenn.	1,000-772-6-34-45-13	59	8,580-7,800	9,360-8,580	E,F	A,B,C,D,F,G,H,M
Richmond Heights, Mo.	1,614-1,857-19-61-12-6	73	9,000-9,000	10,550-10,550	None	A,B,D,E,G,H,M
River Grove v, Ill.	1,456-1,686-33-27-10-29	31	10,500-...	11,880-...	H	A,B,C,D,E,G,H,M
River Rouge, Mich.	5,556-6,619-73-1-16-9	230	...-...	...-...	F,H	A,B,C,D,E,G,H,I,L,M,N
Riverdale v, Ill.	1,551-2,497-27-22-22-27	57	9,864-10,212	13,392-13,764	F,H	A,B,G,H,M,N
Riverview, Mich.	3,644-4,094-38-...-15-45	47	10,982-...	13,250-...	E,F,H	A,B,C,D,E,G,H,L,M
Riviera Beach, Fla.	4,026-4,018-44-5-33-15	279	9,632-8,771	11,607-10,559	E,F,G	A,B,C,D,E,G,H,M,N
Robbinsdale, Minn.	1,844-1,370-44-3-30-22	68	10,716-...	12,480-...	F,H	A,C,D,E,G,H,M,N
Rock Springs, Wyo.	1,569-1,018-16-73-10-...	89	7,200-7,200	8,400-8,400	E,F	A,B,C,D,E,F,G,H,I,N
Rocky River, Ohio	3,944-3,476-35-28-23-12	77	9,438-9,438	12,376-12,376	F	A,C,D,G,H,M,N
Rolla, Mo.	522-856-58-5-10-25	117	5,096-5,928	5,486-9,074	B,E,F,G	A,B,C,D,E,F,G,H,M,N
Rolling Meadows, Ill.	2,770-3,257-17-47-12-21	170	11,497-11,497	14,667-14,667	F,G	A,E,G,H,M,N
Romeoville v, Ill.	1,250-1,216-36-27-11-24	53	9,300-...	14,750-...	E,F,G,	A,C,D,G,H,N
Roseburg, Ore.	1,902-2,217-44-1-30-24	125	8,700-8,280	11,100-10,572	E,F	A,B,C,D,G,H,N
Rosenberg, Tex.	1,427-2,172-19-4-33-42	98	...-...	...-...	E,F,G	A,B,C,D,E,F,H,M,N
Roseville, Calif.	4,321-5,384-8-19-19-52	207	9,885-9,414	12,015-11,172	B,E,F,G	A,B,C,D,E,G,H,J,M,N,O
Roy, Utah	1,230-1,142-23-21-16-37	54	7,350-7,350	12,000-12,000	G	A,C,D,F,G,H
Runnemede b, N.J.	600-602-63-29-7-...	37	10,200-...	11,100-...	None	A,B,C,D,E,H,L,M,N,O
Russellville, Ark.	1,002-1,173-7-18-61-13	86	5,100-5,100	7,140-6,600	E,F	A,B,C,D,F,G,H,I,L,O
Rye, N.Y.	5,027-4,736-57-4-17-20	148	10,855-11,064	15,275-15,569	F	A,B,C,D,E,F,G,H,L,M,N,O
Saco, Me.	4,609-4,311-62-18-8-10	97	5,720-6,406	7,280-7,862	E,F	A,B,C,D,E,G,H,L,M,N
Saddle Brook tp, N.J.	2,160-2,230-51-13-11-22	56	8,464-...	12,300-...	F,H	A,C,D,E,H,M,N
St. Francis, Wis.	1,630-1,633-26-...-40-33	45	10,116-10,288	11,786-10,609	None	A,B,H,N
St. Joseph, Mich.	2,616-3,021-45-...-27-26	142	9,460-8,955	10,329-10,014	F,G	A,B,C,D,E,F,G,H,M,N
Salem t, N.H.	3,500-3,968-46-6-20-26	218	8,474-8,474	10,815-10,815	E,F,G,I	A,B,C,D,E,F,G,H,L
Salisbury tp, Pa.	952-1,306-22-26-28-22	35	7,000-...	9,500-...	F,H	A,B,C,D,H,N
San Anselmo, Calif.	2,109-1,753-43-15-27-14	68	11,004-10,140	13,380-12,324	None	A,B,C,D,E,H,M
San Dimas, Calif.	2,000-1,750-18-11-20-49	40	...-...	...-...	None	A,B,C,D,G,H
San Fernando, Calif.	3,991-3,468-20-27-21-31	129	11,328-10,416	13,284-12,276	F,G	A,C,D,H,M,N
San Marcos, Tex.	1,700-3,071-29-19-25-26	174	6,132-5,124	7,836-6,528	E,F,G	A,B,C,D,E,F,G,H,I,J,M,N,O
San Pablo, Calif.	2,238-1,644-22-38-33-5	83	...-...	...-...	None	A,B,C,D,H,N
Sanford, Fla.	3,030-4,781-14-12-32-41	284	8,067-6,989	10,364-8,965	E,F,G	A,B,C,D,E,F,G,H,I,M,N,O
Sanford, N.C.	1,699-2,444-38-2-54-4	109	6,930-6,930	7,620-7,620	E,F,G	A,G,H,I,M,N
Sanger, Calif.	1,965-1,791-16-14-36-32	...	8,364-8,004	10,020-9,576	E,F,G	A,B,C,D,G,H,M,N
Santa Fe Springs, Calif.	7,029-7,832-14-41-12-31	54	...-11,112	...-13,836	G	A,B,C,D,E,G,H,I,L,N,O

Table 1/15 continued GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
10,000 – 24,999 continued						
Santa Paula, Calif.	2,522-2,117-25-19-32-22	86	9,912-...	12,084-...	E,F	A,D,G,H,M
Scarsdale v, N.Y.	5,309-5,398-72-1-6-19	127	11,425-9,475	13,750-12,300	F,G	A,B,C,D,E,H,M,N
Scottsbluff, Neb.	3,364-4,122-21-3-17-57	113	7,046-6,526	9,282-8,580	B,E,F,G,I	A,B,C,D,E,F,H,L,M,N,O
Seal Beach, Calif.	4,300-4,280-28-18-31-21	132	11,868-11,592	14,424-14,088	F,H	A,B,C,D,H,M,N
Shamokin, Pa.	711-839-19-39-29-11	51	6,800-...	7,500-...	None	A,B,D,G,H,N
Sharon, Pa.	2,774-3,242-23-25-26-23	123	8,514-8,467	10,440-9,788	None	A,B,C,D,E,G,H,J,K,L,M,N
Shelby, N.C.	11,000-10,003-6-4-5-83	262	6,552-6,240	8,372-7,956	B,D,E,F,G	A,B,C,D,E,F,G,H,I,J,M,N
Shoreview v, Minn.	805-939-23-2-32-41	28	...-...	...-...	F,G	A,B,C,D,G,H,N
Shorewood v, Wis.	3,116-3,021-52-0-31-15	128	11,132-10,761	12,524-12,109	F,H	A,C,D,E,G,H,I,L,M,N
Shrewsbury t, Mass.	9,000-6,499-77-0-21-...	. . .	9,201-9,201	10,497-10,497	A,E,G	A,B,C,D,E,F,G,H,M,N,O
Sierra Madre, Calif.	1,451-1,678-34-7-24-33	60	...-...	...-...	G	A,C,D,E,H,M
Smyrna, Ga.	1,650-2,596-35-19-10-33	132	7,260-7,260	9,060-9,060	H	A,B,C,D,E,F,G,H,M,N
Snyder, Tex.	557-1,291-20-9-10-59	69	7,200-6,180	7,620-6,780	E,F,G	A,B,G,H,M,N
Somerville b, N.J.	...-5,887-86-7-5-0	94	9,016-...	16,000-...	F	A,B,C,D,E,G,H,M,N,O
South Brunswick tp, N.J.	2,727-8,410-82-15-1-0	109	8,215-...	11,215-...	E,F,G	A,B,C,D,E,G,H
South Charleston, W. Va.	1,800-2,393-34-31-25-8	146	8,484-8,484	10,044-10,044	E	A,B,C,D,E,F,G,H,I,J,L,M,N
South El Monte, Calif.	2,508-1,941-...-55-28-15	23	...-...	...-...	None	A,B,C,D,G,H,K,L
South Kingstown t, R.I.	6,493-6,593-60-...-30-9	102	...-...	...-...	G	A,B,C,D,E,G,H,I,K
South Miami, Fla.	1,987-1,218-41-8-33-17	. . .	9,006-...	11,502-...	F	A,B,C,D,H,M,N
South Pasadena, Calif.	2,800-2,798-42-32-12-12	153	10,800-9,900	14,400-13,200	G	A,C,D,E,H,M
South Portland, Me.	10,354-10,136-71-5-21-1	200	6,552-6,500	9,204-9,100	F	A,B,C,D,E,G,H,I,L,M,N
South River b, N.J.	2,412-2,128-57-17-8-17	55	9,136-...	11,936-...	B,F,G	A,B,C,D,E,H,L,M,N
South Windsor t, Conn.	3,292-9,069-72-0-24-2	87	7,844-...	10,250-...	E,F	A,B,C,D,E,H,I,K,L,N
Sparta tp, N.J.	2,572-2,609-41-27-12-18	65	8,750-...	12,100-...	E,H	A,B,C,D,E,G,H,N
Spencer, Iowa	2,000-305-0-43-43-12	59	...-...	...-...	E	A,B,C,D,E,F,N
Springdale, Ark.	1,116-1,491-34-9-55-...	98	6,300-6,310	7,500-6,979	E,F,G	A,B,C,D,E,F,G,H,I
Springettsbury tp, Pa.	1,166-1,960-7-36-8-47	50	9,500-...	10,300-...	E,F	A,B,C,D,N
Springfield tp, Pa.	2,216-1,676-57-7-7-28	70	9,776-...	11,705-...	F	A,B,C,D,E,H,M,N
Stanton, Calif.	2,297-2,337-20-30-38-9	90	10,962-10,590	13,008-12,576	None	A,B,C,D,G,H,N
Starkville, Miss.	1,242-1,975-27-22-20-30	105	6,420-6,420	7,080-6,960	8,F,G,I	A,B,C,D,F,H,M,N
Statesville, N.C.	6,173-5,802-13-0-14-71	304	6,916-6,578	8,814-8,372	B,E,F,G	A,C,D,E,F,G,H,M,N
Stevens Point, Wis.	7,503-10,279-49-6-37-6	160	8,129-...	9,032-...	E,F,G	A,B,C,D,E,F,G,H,I,L,M,N
Stillwater, Minn.	1,920-2,448-25-...-40-33	47	9,684-9,684	11,808-11,676	G	A,B,C,D,E,G,H,I,M,N
Sulphur Springs, Tex.	1,719-1,732-16-18-11-52	127	6,000-4,800	7,200-6,000	E,F,G	A,B,C,D,E,F,G,H,M,N
Sunbury, Pa.	655-742-12-65-22-...	58	...-...	...-...	. . .	A,C,D,F,G,H
Sweetwater, Tex.	1,600-3,134-14-8-10-66	117	6,720-7,016	8,566-8,845	E,F,G	A,B,C,D,E,F,G,H,J,K,M,N
Swissvale b, Pa.	1,082-1,007-48-20-24-7	48	8,500-8,000	10,025-9,500	F	A,B,C,D,E,G,H,I,M,N
Takoma Park, Md.	1,880-2,050-59-0-29-11	86	10,104-...	13,509-...	None	A,B,C,D,E,H,M
Tallmadge, Ohio	1,500-1,115-13-77-8-...	52	11,000-...	12,200-...	E,F,G	A,B,C,D,E,F,G,H,N
Tenafly b, N.J.	2,887-3,893-68-15-15-0	. . .	11,000-...	13,000-...	None	A,C,D,E,G,H,M,N
Terrell, Tex.	1,489-2,181-18-14-24-42	137	5,760-5,616	7,020-6,732	E,F,G	A,B,C,D,E,F,G,H,M,N
The Dalles, Ore.	1,039-882-59-17-22-...	99	7,728-7,200	9,264-8,640	E,F,G	A,B,C,D,E,H,N
The Village, Okla.	745-864-0-33-5-60	65	7,560-7,560	8,400-8,400	E,F	A,B,C,H,M,N
Thomaston, Ga.	3,000-2,845-24-2-11-61	. . .	...-...	...-...	. . .	. . .
Thomasville, Ga.	3,110-3,151-3-14-12-68	226	6,780-6,360	8,652-8,148	8,D,E,F,G	A,B,C,D,E,F,G,H,M,N
Thomasville, N.C.	2,463-3,339-46-13-2-38	205	6,300-6,300	8,280-7,920	E,F,G	A,B,C,D,F,G,H,M,N
Thornton, Colo.	3,728-3,629-4-52-11-32	. . .	8,618-8,244	12,768-12,285	F,G	A,C,D,H,M
Tifton, Ga.	2,000-3,260-16-4-15-63	200	6,084-6,084	...-...	D,E,F,G	A,C,D,E,F,G,H,J,M,N
Tinley Park v, Ill.	2,000-1,443-38-58-0-3	61	10,000-...	11,860-...	F,G	A,B,G,H,N
Tooele, Utah	1,334-1,559-27-7-28-36	80	7,800-...	9,360-...	E,F,G	A,B,C,D,E,F,G,H,M,O
Traverse City, Mich.	2,387-6,170-19-0-17-62	237	8,355-8,153	10,250-9,070	A,E,F,G	A,B,C,D,E,F,H,M,N
Trenton, Mich.	...-...	. . .	...-...	...-...	E,F,H	A,B,C,D,E,F,G,H,J,M,N
Troy, Ala.	1,270-2,507-2-19-5-72	125	4,160-3,952	7,000-4,800	B,E,F,G	A,D,E,F,G,H,M
Troy, Ohio	5,500-3,708-7-30-18-43	154	8,013-8,013	11,094-11,094	E,F,G	A,B,C,D,E,F,G,H,L,M,N
Tulare, Calif.	2,772-3,824-13-22-27-36	136	8,604-7,800	10,200-9,480	E,F,G	A,B,C,D,E,G,H,M,N
Tullahoma, Tenn.	2,300-...	98	6,800-6,800	...-...	None	A,B,C,D,E,F,G,H,J,K,L,M
Tupelo, Miss.	2,001-11,243-25-15-11-47	276	7,576-7,576	...-...	A,E,F,G	A,B,C,D,E,F,G,H,I,J,M,N
Twin Falls, Idaho	...-4,353-29-12-19-38	193	7,300-6,780	9,000-8,076	E,F,G	A,B,C,D,E,G,H,M,N
Two Rivers, Wis.	3,359-2,440-23-6-41-28	128	8,415-8,118	9,902-9,551	B,E,F,G	A,B,C,D,E,F,G,H,J,M,N
Union City, Calif.	2,067-1,905-45-24-29-...	97	11,160-10,632	13,572-12,912	None	A,D,G,H
University Park, Tex.	2,359-3,120-31-20-3-44	199	8,778-7,824	9,547-8,569	F,H	A,B,C,G,H,M,N
Upper St. Clair tp, Pa.	1,675-2,508-29-24-9-37	60	9,932-...	12,844-...	F	A,B,C,D,E,H,M,N
Urbandale, Iowa	2,781-2,030-42-11-21-24	69	8,620-...	10,344-...	None	A,B,C,D,E,G,H,M,N
Van Wert, Ohio	900-2,117-14-32-23-29	103	8,154-8,154	10,442-10,962	E,F,G	A,B,C,D,G,H,N
Vandalia, Ohio	3,380-2,245-11-35-13-39	64	9,308-...	11,313-...	E,F,G	A,C,D,F,G,H,L,M,N
Vernon, Tex.	750-1,883-13-11-8-67	122	5,904-5,448	...-...	A,E,F,G	A,B,C,E,F,G,H,M,N
Vero Beach, Fla.	4,198-2,830-32-...-39-28	414	8,070-7,804	10,254-9,988	A,E,F,G	A,B,C,D,F,H,M,N,O
Victorville, Calif.	1,922-1,603-...-48-38-12	42	...-...	...-...	None	A,B,C,D,H,M
Vienna t, Va.	2,265-3,419-21-10-12-55	120	9,526-...	12,532-...	F,H	A,B,C,D,M,N
Warren b, Pa.	1,600-1,950-35-30-17-15	95	7,800-7,500	9,400-9,200	E,F	A,B,C,D,E,G,H,L,N
Washington, Pa.	...-1,932-44-23-32-...	116	6,276-6,136	9,317-9,177	None	A,G,H,N
Watertown, S.D.	1,943-1,690-53-2-42-2	163	6,804-5,988	8,580-7,860	A,D,E,F,G	A,C,D,E,F,G,H,I,L,M,N
Watertown, Wis.	2,993-1,757-35-2-29-32	117	8,374-7,776	9,940-9,145	E,F,G	A,B,C,D,E,F,H,J,L,M,N
Watsonville, Calif.	5,085-4,130-20-23-16-39	169	9,156-9,384	11,124-11,400	E,F,G	A,C,D,E,G,H,M,N
Waxahachie, Tex.	1,900-1,681-21-23-8-46	155	6,000-5,400	...-6,000	E,F,G	A,B,C,F,G,H,M
Wayne, Mich.	3,979-4,467-49-2-21-27	135	11,352-10,919	13,900-12,355	H	A,B,C,D,E,F,G,H,I,J,L,M,N
Waynesboro b, Pa.	1,274-1,382-22-20-17-38	61	7,889-7,267	9,935-8,397	E,F,G	A,B,C,D,E,G,H,M,N,O

Table 1/15 continued GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
10,000 – 24,999 continued						
Weatherford, Tex.	1,212-2,776-10-...-7-82	180	6,573-6,494	7,627-7,112	A,E,F,G	A,B,C,D,E,F,G,H,M,N
Weslaco, Tex.	1,000-1,621-27-17-15-38	153	4,800-4,800	6,000-7,200	E,F,G,	A,C,E,F,G,H,K,L,M,N
West Carrollton, Ohio	1,303-...	. . .	9,984-...	11,648-...	E,F,G	A,B,C,D,H,M,N
West Chester b, Pa.	2,485-1,601-26-31-15-26	84	9,100-...	11,100-...	E,F	A,B,C,E,G,H,M,N
West Des Moines, Iowa	3,142-3,979-39-21-13-24	. . .	8,919-...	10,700-...	G	A,C,D,E,F,G,H,M,N
West Goshen tp, Pa.	627-846-29-44-14-11	. . .	9,200-...	11,220-...	E,F	A,B,C,D,G,H,N
West St. Paul, Minn.	1,856-1,840-45-11-25-18	79	9,960-10,596	13,068-11,856	None	A,C,D,H,N
Westbrook, Me.	7,435-7,435-59-...-23-16	140	...-...	...-...	F	A,B,C,D,E,F,G,H,M,N,O
Western Springs v, Ill.	1,599-1,779-27-24-4-43	47	10,764-...	16,956-...	G	A,B,D,E,H,M,N
Westerville, Ohio	1,300-3,108-4-17-10-66	136	...-...	...-...	B,F,G	A,B,C,D,F,G,H,M,N
Westminster, Colo.	3,390-2,525-12-54-24-9	164	9,258-8,592	11,724-10,356	E,F,G	A,C,E,H,N
White Bear Lake, Minn.	2,047-...	63	11,172-...	13,068-...	F,G	A,C,H,N
White Settlement, Tex.	1,059-1,691-14-9-22-53	82	6,968-...	8,486-...	F,G	A,B,C,D,G,H,M,N
Whitehall tp, Pa.	2,149-2,048-38-49-12-...	. . .	7,200-...	9,500-...	F	A,B,C,D,G,H,M,N
Whitemarsh tp, Pa.	2,200-2,200-38-12-9-39	72	8,600-...	11,500-...	E,F,I	A,B,C,D,E,G,H,M,N
Whitewater, Wis.	...-1,387-14-4-51-29	59	...-...	...-...	E,F,G	A,C,D,E,H,M,N
Whitman t, Mass.	11,253-5,865-59-4-35-...	365	8,123-8,018	9,495-9,389	. . .	A,B,C,D,E,F,H,M,N
Wickliffe, Ohio	1,604-1,902-26-45-26-2	. . .	10,740-10,740	11,820-11,820	None	A,B,C,D,E,G,H,K,L,M,N
Williston, N.D.	679-1,581-26-11-34-28	63	...-...	...-...	E,F,G	A,B,C,E,F,G,H,M,N
Willmar, Minn.	2,798-2,798-22-17-31-28	76	9,000-12,828	11,136-12,828	A,E,F,G	A,B,C,D,E,G,H,I,J,L,N
Wilmington t, Mass.	3,955-9,573-67-4-24-3	190	8,712-8,712	9,956-9,956	F,G	A,B,C,D,E,F,G,H,L,M,N,O
Wilton Manors, Fla.	1,079-3,414-12-5-14-67	60	10,270-...	11,960-...	F,H	A,C,D,E,G,H,N
Winchester t, Conn.	1,512-424-1-2-63-32	70	8,175-8,175	9,544-9,544	E,F,G	A,B,C,D,E,F,G,H,L,N
Windsor t, Conn.	10,836-10,323-72-...-21-6	138	8,892-...	10,790-...	None	A,B,C,D,E,F,G,H,L,N
Windsor Locks t, Conn.	6,492-6,472-71-2-26-...	34	8,500-...	10,000-...	E,F	A,B,C,D,E,G,H,L,M,N
Winfield, Kan.	5,882-8,342-5-0-5-88	168	...-...	...-...	A,D,E,F,G	A,B,C,D,E,F,G,H,J,L,M,N
Winnetka v, Ill.	2,263-4,898-17-9-3-69	157	11,700-11,700	15,360-14,700	A,F,G	A,B,G,H,M,N
Winter Haven, Fla.	3,987-3,280-28-9-31-30	350	7,837-7,121	12,158-11,027	E,F,G	A,B,C,D,E,F,G,H,I,M,N
Winter Park, Fla.	3,695-3,567-32-19-15-32	287	9,644-8,520	12,392-10,182	E,F	A,B,C,D,F,G,H,M,N
Wisconsin Rapids, Wis.	5,794-7,025-36-17-25-19	236	9,124-9,095	10,327-10,187	B,E,F,G	A,B,C,D,E,G,H,L,M,N
Wood River, Ill.	2,963-2,216-23-0-41-34	71	9,623-9,623	10,129-10,129	E,F,G	A,C,D,E,G,H,M
Woodland, Calif.	4,342-4,743-24-18-22-34	168	9,876-9,204	12,024-11,184	E,F,G	A,B,C,D,E,F,H,M,N
Woodridge v, Ill.	2,469-1,635-7-19-22-50	47	11,252-...	14,352-...	F,G	A,E,G,H,N
Woodstock, Ill.	2,404-2,017-17-29-10-42	62	8,892-...	13,130-...	E,F,G	A,B,C,D,E,G,H,N
Worthington, Ohio	1,738-1,752-29-44-12-13	68	8,985-...	11,772-...	F	A,C,D,G,H,M,N
Yankton, S.D.	1,677-2,097-35-1-15-47	79	7,127-...	8,337-...	E,F,G	A,B,C,D,E,F,H,M,N
Yorba Linda, Calif.	...-...	12	...-...	...-...	None	A,B,C,D,G,H,N
Zion, Ill.	6,000-2,977-31-15-9-42	83	...-8,500	...-14,000	H	A,B,C,E,G,H,M
5,000 – 9,999						
Abilene, Kan.	...-1,203-40-15-19-23	48	5,980-5,720	8,840-8,424	E,F,G	A,B,C,E,G,H,N
Absecon, N.J.	...-854-38-18-14-28	28	7,500-...	9,000-...	None	A,B,C,D,E,H,M,N
Ada v, Ohio	1,702-655-2-32-18-46	. . .	7,752-...	7,872-...	E,G	A,B,C,D,N
Alamo Heights, Tex.	941-994-48-21-2-27	70	8,190-7,560	8,379-7,812	F,G	A,B,C,D,G,H,M,N
Alamosa, Colo.	877-1,384-10-41-30-17	71	5,820-...	7,992-...	E,F,G	A,B,C,D,E,F,H,I,L,M,N
Albertville, Ala.	1,900-1,703-5-67-16-9	127	6,240-5,720	6,760-6,500	E,F	A,B,C,D,E,F,G,H,L,M,N
Alcoa, Tenn.	1,309-6,057-15-9-18-56	. . .	...-...	...-...	B,E,F,G	A,B,C,D,E,F,G,H,L,M,N
Aldan b, Pa.	250-263-94-...-5-...	4	9,600-...	10,028-...	None	A,D,G,H,M
Alexandria, Minn.	798-4,312-11-6-12-68	59	7,560-...	9,900-...	E,F,G	A,C,D,E,H,M,N
Algona, Iowa	1,106-1,692-18-0-12-68	52	9,302-...	...-...	A,E,F,G	A,C,D,E,F,G,H,N
Alliance, Neb.	1,988-1,764-17-2-17-61	79	6,900-5,640	9,540-7,800	A,F,G	A,C,E,F,G,H,M,N,O
Alpine t, Tex.	442-676-25-2-22-49	38	5,400-...	...-...	E,F,G	A,B,C,D,E,F,H,M,N
Amberley v, Ohio	645-646-27-62-9-...	29	10,000-...	12,300-...	None	A,D,G,H,M,N
Amory, Miss.	740-2,258-14-1-19-64	88	5,400-5,100	6,600-6,000	E,F,G	A,B,C,D,E,G,H,M,N
Anderson, Calif.	...-700-11-33-19-35	45	8,736-...	10,620-...	E,F,G	A,B,C,D,G,H,N
Angola, Ind.	...-569-27-...-63-8	35	7,500-...	8,500-...	E,G	A,B,C,D,G,H,M,N
Ankeny, Iowa	3,889-2,465-33-10-15-40	69	...-...	...-...	E,F,G	A,B,C,D,E,G,H,N
Arcadia, Fla.	1,000-852-13-8-19-58	82	7,280-6,000	8,268-7,280	E,F,G,I	A,B,C,D,F,G,H,M,N,O
Arden Hills v, Minn.	454-1,269-15-5-18-61	16	10,192-...	11,773-...	F,H	A,B,C,D,H
Arkadelphia, Ark.	697-687-7-...-52-40	50	5,200-5,200	...-...	E,F,G	A,C,D,F,G,H,M,N
Arroyo Grande, Calif.	665-1,756-14-14-40-30	39	8,940-...	10,860-...	F,G	A,C,D,G,H
Atlantic, Iowa	993-1,144-40-1-31-26	38	7,164-8,028	9,252-8,244	A,E,F,G	A,B,C,D,E,H,N
Auburndale, Fla.	1,422-...	83	...-...	7,616-7,616	E,G	A,C,D,E,F,H,M,N
Aurora, Mo.	250-730-10-23-45-20	30	6,000-5,400	6,600-5,000	E,F	A,B,C,D,E,F,G,H,J,K,L,N
Aurora, Ohio	...-1,754-20-33-17-28	49	8,400-8,400	12,000-12,000	E,F,G	A,B,C,D,E,F,G,H,N
Avalon b, Pa.	499-559-58-21-17-2	30	...-...	10,115-...	None	A,B,C,D,E,G,H,M,N
Avon t, Conn.	4,400-4,664-75-0-18-5	51	8,520-...	10,785-...	None	A,B,C,D,E,G,H,L,N
Avon, Ohio	1,300-716-14-42-17-25	23	8,078-...	10,662-...	E,F,H	A,C,D,E,F,G,H,K
Avon Park, Fla.	646-1,129-12-8-45-33	56	7,443-7,038	7,836-7,338	E,F,G	A,B,C,D,E,G,H,I,M,N
Baden b, Pa.	303-311-27-38-0-33	11	9,179-...	9,700-...	E,H	A,E,H,M
Baker, La.	990-2,041-3-23-12-60	86	6,828-6,828	7,452-7,452	D,F,G	A,C,D,G,H,M,N
Baldwinsville v, N.Y.	656-920-17-27-12-42	31	9,000-...	11,300-...	E,F,G	A,B,C,D,E,H,M,N
Bangor b, Pa.	349-394-35-46-17-...	19	8,443-...	8,443-...	E	A,B,C,D,E,H,M,N
Barre t, Vt.	1,034-841-55-7-18-17	33	7,020-...	8,060-...	E,F,H	A,B,C,D,E,F,N
Bartonville v, Ill.	523-388-28-3-61-6	18	8,160-...	10,560-...	None	A,C,D,E
Batavia, Ill.	1,206-2,987-12-7-8-71	63	10,400-10,400	14,200-13,000	B,E,F,G	A,F,H,M,N
Bath, Me.	3,000-5,165-54-13-26-5	85	6,708-6,503	8,154-8,158	E,F	A,B,C,D,E,F,G,H,N

Table 1/15 continued GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
5,000 – 9,999 continued						
Bay St. Louis, Miss.	952-1,323-26-16-15-41	66	6,000-6,000	7,200-7,200	D,F,G	A,C,D,E,F,G,H,K,L,M
Beardstown, Ill.	976-796-21-2-45-31	31	...-6,500	...-9,000	F,G	A,B,E,F,H,J,M
Belding, Mich.	1,056-1,043-28-4-48-18	27	7,250-6,864	B,250-9,152	E,F,G	A,B,C,D,E,F,G,H,I,J,L,M,N
Bellaire, Ohio	1,522-1,4B5-4-31-28-35	70	6,960-7,159	...-...	F,G	A,H
Bellefonte b, Pa.	440-524-13-68-17-...	43	6,800-...	...-...	E,F,G	A,B,C,H,M,N
Bellevue, Ohio	1,500-1,527-...-53-15-30	59	9,017-9,017	10,061-10,061	E,F,G	A,B,C,D,F,G,L,N
Bellmead, Tex.	...-706-25-22-8-43	41	6,540-6,300	7,680-7,500	F,G	A,B,C,D,E,G,H,K,L,M,N
Belton, Mo.	605-945-15-18-24-41	33	8,028-...	10,308-...	E,F,H	A,C,D,H,N
Benbrook v, Tex.	660-609-42-31-7-18	44	6,600-...	...-...	None	A,B,C,F,H,M
Benicia, Calif.	2,601-2,942-48-8-18-23	87	10,344-9,852	12,576-11,976	E,F,G	A,B,C,D,E,F,H,N,O
Bentonville, Ark.	293-1,487-9-1-7-80	69	6,000-...	...-...	B,E,F,H	A,B,C,D,E,F,H,J,M,N
Berea, Ky.	561-649-2-51-28-17	48	6,240-6,240	6,540-6,540	E,F	A,B,C,D,G,H,I,M,N
Bessemer City, N.C.	876-839-22-6-14-56	4	...-...	7,722-...	D,E,F,G	A,C,D,F,M
Blacksburg t, Va.	1,807-2,619-11-3-4-81	130	7,536-...	9,612-...	F,H	A,B,C,D,F,G,H,M,N
Blackstone t, Mass.	3,000-1,31B-...-...-100-...	35	8,000-...	...-...	G	A,B,C,D,E,H,M,N
Blackwell, Okla.	1,023-1,853-8-11-5-74	98	5,352-5,700	6,060-5,889	A,E,F,G	A,B,C,D,E,H,L,M,N
Blakely, Ga.	1,500-1,273-...-9-5-85	72	5,700-5,700	6,180-6,180	B,D,E,F,G	A,B,C,D,E,F,H,M,N
Blue Ash, Ohio	4,096-1,022-17-46-26-9	51	10,442-10,442	12,085-12,085	None	A,C,G,H,M,N
Blue Springs, Mo.	879-1,226-22-...-26-50	63	6,600-...	B,508-...	E,F,H	A,B,C,D,G,H,N
Bluffton, Ind.	792-2,289-11-3-9-75	65	7,000-7,000	8,000-8,000	A,E,F,G	A,B,C,D,M,N
Bogota b, N.J.	...-2,890-95-1-2-...	41	10,500-...	13,200-...	None	A,C,D,E,G,H,M,N
Booneville t, Miss.	547-617-28-35-36-...	16	4,860-4,200	5,2B0-5,412	D,E,F,G	A,B,C,D,E,F,G,H,M,N
Boonton t, N.J.	1,496-3,245-84-1-4-10	50	7,800-...	11,710-...	F,G	A,C,D,G,H,M,N
Boulder City, Nev.	1,170-2,618-7-10-16-65	. . .	9,672-9,672	11,986-11,986	B,E,F,H	A,C,D,F,H,L,M,N
Bradley v, Ill.	991-1,264-19-26-28-25	37	9,420-...	10,260-...	E,F,H	A,B,C,D,E,G,H,M,N
Brady, Tex.	501-1,580-9-6-2-81	58	...-...	6,900-5,088	A,E,F,G	A,B,C,D,E,F,H,M,N
Breckenridge, Tex.	541-716-27-18-10-42	80	...-...	5,925-5,032	E,F,G	A,B,C,F,G,H,M,N
Brevard, N.C.	493-870-38-18-22-20	54	6,500-...	7,600-...	E,F,G	A,B,C,D,G,H,I,M,N
Brewer, Me.	4,243-2,609-86-...-13-...	24	6,240-5,720	7,488-6,760	E,F	A,B,C,D,E,F,G,H,L,M,N
Brewton, Ala.	1,099-1,489-6-19-18-54	77	...-...	...-...	D,E,F,G	A,B,C,D,E,F,G,H,M,N
Briarcliff Manor v, N.Y.	1,268-1,378-69-13-3-13	64	...-...	...-...	G	A,B,C,D,E,H,I,L,M,N
Brigantine, N.J.	1,702-2,344-46-5-2-46	84	8,600-8,600	...-...	E,F,G	A,B,C,D,E,G,H,M,N
Brighton, Colo.	1,484-1,752-9-20-8-61	80	8,508-...	11,664-...	E,F,G	A,B,C,D,F,G,H,N
Brinkley, Ark.	240-540-3-7-28-60	4	6,000-...	9,000-...	E,F,G	A,B,C,F,G,H,M,N
Brockport v, N.Y.	1,012-1,009-43-47-8-...	24	7,800-...	10,000-...	. . .	A,B,C,D,E,G,H,N
Bronxville v, N.Y.	1,518-1,423-77-2-5-14	70	12,000-...	12,900-...	F	A,C,D,E,H,M,N
Brookfield, Mo.	614-767-27-19-21-30	36	6,000-...	6,012-...	E,F,G	A,B,C,D,E,F,G,H,I,N
Brownfield, Tex.	754-2,177-11-10-5-73	101	7,020-5,820	7,200-6,312	A,E,F,G	A,B,C,E,F,M,N
Buckingham tp, Pa.	305-307-36-24-34-4	11	8,440-...	9,500-...	. . .	A,B,C,G,H,N
Burley, Idaho	1,727-2,892-9-0-24-65	. . .	...-...	...-...	B,E,F,G	A,B,C,D,E,F,G,H,I,M,N
Cadillac, Mich.	1,661-1,661-42-1-34-21	92	7,325-7,325	8,625-B,625	E,F,G	A,C,D,E,F,G,H,I,M,N
Camas, Wash.	1,954-1,931-27-4-27-40	52	9,948-9,372	11,880-11,196	E,F,G	A,B,C,D,E,H,L,M,N,O
Camden, S.C.	1,562-1,245-23-7-28-40	136	6,656-6,656	7,906-7,906	B,F,G	A,B,C,D,E,G,H,M,N,O
Canton v, N.Y.	524-795-32-10-16-40	38	7,400-...	9,200-...	E,F,G	A,B,C,D,G,H,M,N
Cape Elizabeth t, Me.	4,200-2,802-92-1-5-0	38	6,500-...	7,600-...	E,F	A,C,D,E,F,G,H,L,N
Capitola, Calif.	742-679-20-5-51-23	26	9,120-...	10,872-...	None	A,B,C,D,G,H
Carmel t, Ind.	1,100-1,388-29-3-12-54	60	8,316-8,316	9,756-9,696	E,F,G	A,B,G,H,N
Carol Stream v, Ill.	871-1,845-B-41-11-39	45	11,500-...	13,100-...	E,F,G	A,B,E,G,H,M,N
Carpinteria, Calif.	700-791-27-30-26-14	33	10,416-...	12,660-...	None	A,B,C,D,G,H,N
Carrizo Springs, Tex.	...-396-10-16-12-60	29	...-...	...-...	D,E,G	A,B,G,H,L,M,N
Carroll, Iowa	...-1,638-40-22-23-14	53	6,300-...	8,400-...	E,F,G	A,B,C,D,E,F,G,H,N
Cartersville, Ga.	2,275-6,055-13-6-3-76	211	7,046-7,046	8,580-8,580	B,D,E,F,G	A,B,C,D,E,F,G,H,M,N
Cary t, N.C.	1,494-1,737-34-0-29-34	. . .	7,500-7,176	...-...	E,F,H	A,B,C,D,E,F,H,M,N
Casselberry, Fla.	1,560-1,784-...-47-11-40	115	8,100-7,488	9,852-9,108	E,F,G	A,B,C,D,H,N
Catasauqua b, Pa.	525-785-16-17-12-53	18	...-...	...-...	E,F,G	A,B,C,D,E,G,H,M,N
Cayce, S.C.	842-1,559-17-9-17-55	77	6,775-6,452	8,647-B,235	E,F,G	A,C,H,M,N
Cedar City t, Utah	1,129-1,131-18-20-27-33	43	7,380-7,068	8,316-7,968	E,F,G	A,B,C,D,E,F,G,H,M,N,O
Ceres, Calif.	...-1,474-18-15-18-47	53	9,444-7,728	11,496-9,444	E,F,G	A,B,C,D,H,M,N
Chamblee, Ga.	1,187-1,216-24-27-8-39	42	6,600-...	8,400-...	None	C,D,E,H,M
Chariton, Iowa	869-899-33-2-26-37	34	7,080-...	9,240-...	E,F,G,	A,B,C,D,E,F,G,H,I,N
Charleroi b, Pa.	612-614-30-25-32-12	39	7,897-8,176	9,7B7-8,993	E,G	A,B,D,E,F,G,H,M,N
Charles City, Iowa	4,557-3,298-25-1-31-41	63	8,616-8,616	9,576-9,576	E,F,G	A,B,C,D,E,G,H,N
Charlotte, Mich.	1,043-1,055-50-5-14-28	54	8,967-9,620	1,128-10,800	E,F,G	A,C,D,E,H,L,N
Chatham b, N.J.	1,136-2,428-51-5-7-35	45	9,000-9,000	11,900-11,900	G	A,C,D,E,G,H,N
Chehalis, Wash.	1,000-1,250-19-9-32-38	50	9,000-9,000	10,200-10,200	E,F,G	A B,C,D,E,G,H,L,M,N
Cheney, Wash.	...-3,470-11-13-33-41	93	8,436-8,772	9,966-10,500	E,F,G	A,B,C,D,E,F,H,N
Cheraw t, S.C.	708-1,436-18-2-25-52	75	6,687-6,6B7	...-...	E,F,G	C,D,G,H,I,M,N
Cherryville, N.C.	1,500-1,696-18-4-12-64	46	...-...	8,736-B,112	B,E,F,G	A,B,C,D,F,H,M,N
Cheverly t, Md.	487-510-61-0-34-3	. . .	9,027-...	14,050-...	None	A,B,C,D,H,M,N
Chicago Ridge v, Ill.	...-1,103-13-33-15-36	31	9,630-...	12,037-...	None	A,B,C,D,E,G,H,M,N
Christiansburg t, Va.	901-1,297-22-15-24-36	65	6,720-...	8,784-...	E,F,H	A,B,C,D,G,H,M,N
Claremore, Okla.	1,716-2,214-...-22-5-72	117	6,240-6,120	6,720-6,600	B,E,F,G	A,B,C,D,E,F,H,J,M,N
Clarendon Hills v, Ill.	415-598-23-26-13-36	23	11,470-...	13,B70-...	G	A,B,C,D,E,H,N
Clarinda, Iowa	800-790-29-41-7-22	40	6,564-...	...-...	E,F,G	A,B,F,G,H,N
Clarks Summit b, Pa.	363-326-47-30-21-...	15	7,000-...	...-...	E,F	A,B,C,D,E,G,H,M,N
Clifton Forge, Va.	1,500-1,457-33-17-22-25	81	...-...	...-...	E,F,G	A,B,C,D,E,F,H,M,N
Clinton t, N.C.	1,200-1,228-33-2-35-28	98	...-...	...-...	E,F,G	A,B,C,D,F,G,H,M,N

Table 1/15 continued
GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
5,000 – 9,999 continued						
Clinton, Okla.	626-522-...-28-...-71	75	6,000-6,000	6,960-6,960	E,F,G	A,B,C,D,E,F,G,H,J,M
Clinton t, S.C.	2,131-3,052-6-1-17-73	87	6,240-6,240	8,320-8,320	B,D,F,G	A,B,C,D,E,F,G,H,M,N
Clute, Tex.	666-983-21-18-18-40	. . .	8,400-...	8,820-...	E,F,G	C,D,E,G,H,M,N
Clyde, Ohio	1,027-951-6-49-9-34	14	...-...	...-...	E,F,G	A,B,C,D,E,F,G,H,N
Coachella, Calif.	1,200-...	. . .	8,484-8,484	10,356-10,356	E,F,G,I	A,C,G,H,M
Coalinga, Calif.	1,130-1,994-8-8-13-69	56	7,884-7,560	9,708-9,312	D,E,F,G	A,B,C,G,H,L,M,N
Cocoa Beach, Fla.	2,000-1,748-54-18-26-...	166	...-...	...-...	E,F	A,B,C,D,E,G,H,M,N
Cody, Wyo.	780-1,155-4-2-25-67	60	7,218-...	8,882-...	B,E,F,G	A,C,H,M,N
Colchester t, Vt.	888-838-40-25-27-6	31	7,250-...	8,500-...	H	A,B,C,D,E,F,H
Coldwater, Mich.	2,347-4,590-14-0-22-62	136	8,484-8,484	10,621-10,036	A,E,F,G	A,B,C,D,E,F,G,H,I,M,N
Coleman, Tex.	...-1,155-7-7-3-81	70	5,400-5,400	6,324-6,240	A,E,F,G	A,B,C,D,E,F,G,H,M,N
Colonie v, N.Y.	1,137-1,343-34-...-10-55	16	...-...	...-...	E,F,H	A,C,D,H,L,N
Commerce, Tex.	662-1,514-12-4-16-66	71	6,600-6,000	6,720-6,900	A,E,F,G	A,C,D,E,G,H,M,N
Concordia, Kan.	891-892-35-9-19-35	42	5,720-5,720	7,020-7,020	E,F,G	A,B,C,D,E,F,N
Conway t, S.C.	818-1,556-24-11-33-30	101	6,203-5,608	8,647-7,843	E,F,G	A,B,C,D,F,G,H,L,M,N
Coral Springs, Fla.	1,653-1,653-...-36-1-62	135	9,603-...	11,117-...	E,F,G	A,C,D,E,G,H,N
Corcoran, Calif.	1,300-1,160-12-18-27-40	46	8,184-7,776	9,948-9,444	E,F,G	A,C,D,G,H,M,N,O
Corte Madera t, Calif.	1,529-1,453-28-38-28-4	55	11,916-11,916	14,544-14,544	None	A,C,D,H,L
Cortez, Colo.	2,424-1,156-5-35-11-47	63	7,525-...	8,256-...	E,F,G	A,C,E,H,M
Cottage Grove, Ore.	2,000-1,026-35-...-34-29	70	7,620-7,620	9,252-9,252	E,F,G	A,B,C,E,G,H,N
Country Club Hills, Ill.	...-823-16-17-15-50	27	9,600-...	12,000-...	F,G	A,C,D,E,G,H
Coventry t, Conn.	3,445-3,371-67-1-27-3	39	9,609-...	10,234-...	None	A,B,C,D,F,G,H
Crestwood v, Ill.	500-847-17-41-11-29	13	11,600-...	...-...	F,G	A,B,C,D,E,G,H,M,N
Creve Coeur v, Ill.	...-176-94-5-...-...	22	9,120-...	10,650-...	E,G	A,H,M
Crockett, Tex.	724-920-12-13-43-31	49	5,400-5,470	5,400-5,470	E,F,H	A,B,C,E,G,H,J,K,M,N
Croton-on-Hudson v, N.Y.	1,662-1,734-69-...-20-10	80	12,180-...	13,675-9,141	E,F,G	A,B,C,D,E,H,L,M,N
Cumru tp, Pa.	545-911-14-48-12-25	21	...-...	...-...	F	A,B,D,H,M,N
Cushing, Okla.	...-1,940-...-9-3-86	117	...-...	...-...	A,E,G	A,B,C,D,E,G,H,J,L,M,N
Cynthiana, Ky.	513-1,091-11-30-24-32	51	6,279-5,460	9,080-7,896	E,F,G	A,B,C,D,E,G,H,M,N
Dalhart, Tex.	590-748-23-19-14-42	53	6,600-...	8,196-...	E,F,G	A,B,C,F,M
Dallas, Ore.	621-2,070-12-2-39-45	60	8,484-...	10,320-...	E,F,G	A,B,C,E,G,H,N,O
Dania, Fla.	1,922-2,237-14-24-23-37	109	9,193-9,193	11,772-11,772	E,G	A,B,C,D,F,H,M,N
Dansville v, N.Y.	...-471-69-3-26-0	34	...-...	...-...	E,F,G	A,B,C,D,G,H,N
Danville b, Pa.	450-1,016-8-15-16-58	32	6,200-...	7,500-...	E,F,G	A,B,C,D,G,H,N
Darien, Ill.	517-579-5-56-23-15	24	10,240-...	16,280-...	G	A,B,D,G,H,N
Dawson, Ga.	...-760-14-9-22-52	51	...-...	...-...	D	A,E,F,G,H,M,N
De Ridder, La.	1,666-1,418-4-29-14-51	99	...-...	...-...	E,F,G	A,C,D,F,G,H,M,N
De Soto, Mo.	567-755-7-30-14-47	30	7,008-...	8,232-...	E,F,G	A,B,C,E,F,I,M
De Soto, Tex.	907-1,718-43-7-1-46	73	7,344-7,344	9,372-9,372	F,G	A,C,D,E,G,H,M,N
Delavan, Wis.	902-1,056-27-1-35-35	46	8,040-...	9,375-...	E,F,G	A,C,D,E,H,N
Denison, Iowa	1,089-1,362-23-2-7-66	36	6,600-...	7,500-...	A,E,F,G	A,B,C,D,E,G,H,N
Derby, Kan.	321-593-50-11-24-13	32	5,280-...	8,124-...	E,F	A,B,C,D,E,G,H
Dickson t, Tenn.	300-2,080-14-5-55-24	98	6,000-6,000	...-...	B,D,E,F,G	A,B,C,F,G,H,I,K,M,N
Dillon t, S.C.	569-811-30-10-31-27	66	6,436-6,050	8,367-7,865	E,F,G	A,C,E,H,M,N
Dinuba, Calif.	1,027-1,506-12-15-40-32	58	8,316-8,316	10,092-10,092	E,F,G	A,C,D,G,H,L,M,N
Donna, Tex.	...-484-22-15-0-61	56	5,400-...	7,200-...	E,F,G	A,B,C,D,E,F,G,H,I,K,M,N
Doraville, Ga.	674-179-0-48-50-...	41	...-...	...-...	None	A,C,D,E,H
Douglasville, Ga.	900-980-20-71-8-...	. . .	...-...	...-...	E,F,G	A,C,G,H,M,N
Dowagiac, Mich.	960-4,688-8-5-58-27	60	8,600-7,800	9,700-8,700	A,E,F,G	A,B,C,D,E,F,G,H,I,L,N
Downingtown b, Pa.	974-1,243-15-23-10-50	64	7,700-...	10,000-...	E,F,G	A,B,C,D,E,G,H,M,N
Doylestown b, Pa.	887-1,235-27-3-11-58	41	9,150-...	10,250-...	E,F,G	A,B,C,D,E,H,N
Dumas, Tex.	500-1,235-26-0-10-61	75	7,788-7,788	8,748-8,748	C,E,F,G	A,C,D,E,G,H,M,N
Dunbar, W. Va.	698-821-20-31-22-25	58	7,000-7,000	...-...	E,F	A,B,C,D,E,G,H,M,N
Dunellen b, N.J.	...-376-87-...-12-...	29	9,000-...	11,000-...	None	A,C,D,E,H,N
Dunn, N.C.	1,020-1,364-36-1-21-39	82	5,400-6,000	6,800-...	E,F,G	A,B,C,D,E,F,G,H,J,M,N
East Grand Forks, Minn.	1,166-2,607-14-1-14-70	77	7,680-7,680	9,660-9,660	B,E,F,G	A,C,D,E,F,G,H,M,N
East Greenwich t, R.I.	4,943-4,690-59-1-35-3	64	7,454-...	9,064-...	E,F	A,B,C,D,G,H,M,N
East Hampton t, Conn.	1,000-945-84-2-10-2	35	7,665-...	8,865-...	None	A,B,C,D,E,F,G,H,L,N
Eastman, Ga.	940-822-14-17-9-58	37	5,200-5,200	6,400-6,400	E,F,G	A,B,C,D,E,F,G,H,M,N
Easton t, Md.	963-1,106-39-2-14-43	58	8,632-...	...-...	E,F,G	A,B,C,D,G,H,M,N
Easttown tp, Pa.	...-563-52-3-22-21	21	10,800-...	12,900-...	E,F	A,B,E,H,N
Edna, Tex.	340-638-17-14-8-59	29	6,600-...	8,220-...	E,F,G	A,B,C,D,G,H,M,N
El Paso de Robles, Calif.	...-1,648-25-29-22-22	69	8,712-...	10,992-...	E,F,G	A,B,C,D,E,G,H,N
Elberton, Ga.	951-2,727-6-5-6-81	125	6,547-4,800	7,772-6,500	B,D,E,F,G	A,B,C,D,E,F,G,H,M,N
Elizabethtown b, Pa.	294-462-23-28-12-35	19	7,700-...	...-...	E,F	A,C,D,G,N
Elkton t, Md.	652-847-23-19-15-41	45	6,601-...	8,502-...	E,F,G	A,B,C,G,H,I,M,N
Elm Grove v, Wis.	1,000-...	36	...-...	12,002-...	None	A,C,D,E,H,N
Eloy t, Ariz.	977-...	8	...-...	...-...	E,F,G	A,B,C,D,E,F,G,H,I,L,M
Elsmere t, Del.	283-427-37-6-45-10	20	7,900-...	8,100-...	None	A,B,C,D,G,H,L,M
Emporia, Va.	1,388-1,424-25-15-40-17	36	7,032-...	9,012-...	E,G	A,B,H,M,N
Englewood, Ohio	2,004-926-21-23-12-41	. . .	9,089-...	11,044-...	E,F,G	A,B,C,D,F,G,H,N,O
Ephrata b, Pa.	654-2,301-8-5-4-82	71	7,592-...	9,100-...	B,E,F,G	A,B,C,G,H,M,N
Essex Junction v, Vt.	1,267-927-73-...-24-2	30	7,800-...	9,800-...	E,F,H	A,B,C,D,E,F,N
Eustis, Fla.	1,341-1,061-23-9-29-37	103	7,659-7,294	8,866-8,444	E,F,G	A,B,C,D,E,F,G,H,M,N
Excelsior Springs, Mo.	2,154-1,365-13-35-16-34	112	7,272-7,272	9,552-8,832	E,F,G	A,B,C,D,F,G,H,I,N
Fair Haven b, N.J.	772-4,186-70-13-15-...	31	7,000-...	12,000-...	None	A,C,D,E,G,H,M,N
Fairhope, Ala.	724-856-13-13-23-49	5	6,377-5,537	...-...	B,D,E,G	A,B,C,D,E,H,M

Table 1/15 continued GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
5,000 – 9,999 continued						
Fairlawn, Ohio	445-8B6-B-68-8-14	16	9,22B-...	11,820-...	None	A,C,D,H,N,O
Fairview Heights, Ill.	827-862-...-91-5-2	43	9,900-...	11,682-...	None	A,B,C,D,E,G,H,N
Fairway, Kan.	250-224-62-3-13-19	13	11,000-...	12,360-...	None	A,C,D,N
Falcon Heights v, Minn.	263-300-33-13-7-46	8	...-...	...-...	F	A,B,C,D,H,N
Falls City, Neb.	615-749-25-7-35-31	79	6,900-...	7,6B0-6,420	A,E,F,G	A,C,E,F,G,H,N
Fallsburg t, N.Y.	2,257-1,560-95-0-3-...	81	7,000-...	...-...	E,F,G	A,B,C,D,F,G,H,N
Falmouth t, Me.	2,992-2,730-71-6-16-5	35	7,020-...	8,425-...	E,F	A,B,C,D,E,F,H,N
Farmingdale v, N.Y.	740-869-60-7-11-20	27	...-...	...-...	G	A,C,G,H,M,N
Farmington, Mo.	457-1,858-8-3-34-53	42	6,300-4,200	7,068-4,200	B,E,F,G	A,B,C,D,E,H,N
Fayetteville t, Tenn.	902-5,219-6-8-9-75	65	5,376-5,376	6,576-6,576	B,D,E,F,G	A,B,C,D,E,G,H,I,L,M,N
Fenton, Mich.	904-761-62-...-35-1	45	...-...	13,554-...	F,G	A,C,F,G,H,N
Fernandina Beach, Fla.	1,843-2,341-45-6-27-21	118	8,268-8,268	9,864-9,864	E,F	A,B,C,D,F,G,H,M,N
Flora, Ill.	624-1,786-4-0-15-79	74	...-...	8,902-...	B,D,E,F,G	A,B,C,D,E,F,H,M,N
Florham Park b, N.J.	1,876-2,297-46-9-12-31	59	9,030-...	13,000-...	G	A,B,C,D,E,G,H,M,N
Flushing, Mich.	889-2,143-15-...-44-40	32	9,185-...	11,600-...	E,F,H	A,B,C,D,E,F,H,L,M,N
Forest City t, N.C.	725-2,814-8-0-30-60	76	7,384-7,384	9,464-9,464	B,E,G	A,B,C,D,E,F,G,H,I,K,L,M,N
Forest Grove, Ore.	2,428-2,249-6-2-14-76	65	8,820-8,100	10,860-11,280	B,F,G	A,B,C,D,E,G,H,N
Forest Hill v, Tex.	630-1,243-17-18-13-50	58	6,900-6,900	9,000-9,000	F,G	A,B,C,F,G,L,M
Forest Hills b, Pa.	1,015-1,046-29-45-24-...	27	10,629-...	11,538-...	None	A,B,C,D,G,H
Fort Atkinson, Wis.	1,400-1,291-41-6-39-12	73	8,760-8,760	11,844-11,684	E,F,G	A,B,C,D,E,F,G,H,L,N
Fort Scott, Kan.	...-...	84	...-...	6,048-6,048	E,F,G	A,C,H,L
Fort Stockton, Tex.	...-1,192-15-2-3-78	67	7,800-...	9,960-...	D,E,F,G	A,B,C,D,E,F,H,M
Foster City, Calif.	2,810-7,204-68-1-10-19	135	11,100-11,100	14,988-14,988	E,F,H	A,C,D,G,H,N,O
Fox Point v, Wis.	1,500-1,027-38-...-60-0	63	10,799-10,799	12,470-12,470	G	A,B,C,D,H,M,N
Franklin, N.H.	973-2,141-59-20-16-3	55	6,864-6,500	8,528-8,229	F,G	A,B,C,D,E,M,N
Franklin, Va.	3,694-5,339-12-9-35-42	111	...-...	...-...	B,E,F,G	A,B,C,D,E,F,G,H,I,L,M,N
Franklin Lakes b, N.J.	...-1,450-49-14-7-28	30	8,000-...	12,200-...	None	A,C,D,E,G,H,M
Frederick, Okla.	453-1,133-5-0-11-82	70	5,520-5,076	6,396-6,408	B,E,F,G	A,B,C,D,E,F,G,H,J,M,N
Fredericksburg t, Tex.	673-1,475-11-10-7-70	67	7,410-10,018	8,670-10,423	B,E,F,G	A,B,C,D,E,G,H,M,N
Friendswood, Tex.	504-730-40-5-5-48	38	8,208-...	9,348-...	E,F,G	A,B,C,D,E,H,M,N
Fultondale, Ala.	449-447-...-14-7-77	34	8,100-...	9,800-...	D	A,C,D,E,G,H,M
Gaithersburg, Md.	1,173-1,303-41-40-6-11	43	9,816-...	12,528-...	None	A,B,C,D,G,H,N
Galax, Va.	1,258-2,229-27-25-39-7	85	6,698-...	8,570-...	E,F,G	A,B,C,D,E,F,G,H,L,M,N
Gallipolis, Ohio	697-749-4-...-26-69	78	5,857-6,000	7,235-8,059	E,F,G	A,B,C,D,F,M,N
Gardiner, Me.	170-1,044-57-...-28-13	40	6,656-7,592	...-...	F	A,C,D,E,F,G,H,L,N
Garwood b, N.J.	954-1,050-33-39-4-22	24	...-...	...-...	None	A,M
Geneva, Ill.	1,404-3,408-6-10-4-79	75	11,128-...	14,560-...	B,E,F,G	A,C,D,E,F,G,H,J,K,L,M,N
Georgetown, Tex.	1,165-1,232-9-8-4-76	69	6,780-...	7,320-...	B,E,F,G	A,B,C,D,E,F,G,H,I,K,L,M,N
Germantown v, Wis.	1,541-1,703-19-4-55-20	40	9,600-...	11,500-...	E,G	A,8,C,D,E,H,M,N
Gladewater, Tex.	868-953-23-11-12-52	61	6,600-6,600	...-...	E,F,G	A,B,C,E,F,M,N
Glendive, Mont.	609-785-45-5-9-39	48	7,200-...	...-...	E,F,G	A,B,C,D,E,G,H,L,M,N
Globe, Ariz.	1,388-1,700-5-20-26-48	72	9,027-9,027	9,376-9,376	E,F,G	A,B,C,D,F,G,H,M
Golden, Colo.	1,060-1,590-26-2-12-58	65	7,320-...	10,140-...	G	A,B,C,D,F,H,N
Goodland, Kan.	457-1,161-16-2-3-77	51	6,000-...	6,480-...	A,E,F,G	A,C,D,E,F,G,H,I,N,O
Gorham t, Me.	2,674-2,445-56-...-8-34	27	7,020-...	8,736-...	F	A,B,C,D,E,F,H,L
Grafton v, Wis.	1,151-1,462-32-...-16-51	40	9,630-...	12,584-...	E,G	A,B,C,D,E,F,H,M,N
Graham t, N.C.	...-1,591-36-7-25-29	95	6,552-6,552	9,698-9,698	E,G	A,B,C,E,F,G,H,M,N
Granby t, Conn.	...-2,599-71-...-25-3	22	8,357-...	9,607-...	E,F	A,B,C,D,E,H,N
Grand Blanc, Mich.	363-569-37-7-20-34	17	8,500-...	12,000-...	F,G	A,B,D,H
Grand Rapids v, Minn.	723-1,325-21-6-69-2	40	7,956-...	10,236-...	B,E,F,G	A,B,C,D,E,G,H,N
Grapevine, Tex.	1,067-1,100-35-23-4-36	64	...-...	...-...	E,F,G	A,B,C,D,E,H,M,N
Green Tree b, Pa.	651-...	19	...-...	11,000-...	None	A,B,C,D,E,H,M,N
Greensburg, Ind.	80-512-54-28-14-3	50	7,200-7,200	7,750-7,750	E,G	A,B,E,G,H,M,N
Greenville, Mich.	900-1,118-46-0-31-20	62	8,000-8,000	9,000-9,000	E,F,G	A,B,C,D,E,F,G,H,I,M,N,O
Grosse Pointe, Mich.	1,625-1,867-57-1-9-31	58	12,045-11,725	14,300-14,000	F,H	A,B,C,D,H,M,N,O
Grover City, Calif.	...-906-22-16-22-39	31	8,892-...	10,824-...	F,G	A,B,C,D,G,H,N
Guntersville t, Ala.	...-1,867-2-11-...-85	...	...-...	...-...	B,D,E,F,G	A,B,C,D,E,F,G,H,I,L,M,N
Guymon, Okla.	1,300-1,418-...-24-10-65	...	...-...	...-...	D,E,F,G	A,B,C,D,E,F,G,H,M,N
Haledon b, N.J.	...-...	...	...-...	...-...	G	A,D,E,H,M,N
Hales Corners v, Wis.	1,300-1,300-18-...-36-47	27	10,692-...	12,204-...	None	A,B,D,E,G,H,N
Hampton t, N.H.	2,182-4,647-81-6-B-3	86	7,155-7,155	8,694-8,694	E,F	A,B,C,D,E,F,G,H,M,N
Hanover t, N.H.	1,790-1,817-48-8-26-16	86	8,400-7,900	10,300-10,300	E,F	A,B,C,D,E,F,G,H,J,L,M
Harmony tp, Pa.	238-445-30-28-23-16	11	9,520-...	9,520-...	F	A,B,G,H,M,N
Harvard, Ill.	519-728-30-33-8-27	21	9,000-...	10,536-...	E,F,G	A,C,E,F,H,J,M,N
Hastings, Mich.	872-1,172-43-2-22-31	51	7,384-...	9,864-8,008	E,F,G	A,B,C,E,H,N
Hastings-on-Hudson v, N.Y.	1,795-2,731-44-...-...-55	71	11,982-...	14,383-...	...	A,B,C,D,E,G,H,M
Hatboro b, Pa.	812-858-58-9-11-21	41	9,627-...	11,644-...	None	A,8,C,G,H,M,N,O
Havre de Grace, Md.	694-843-32-0-8-58	41	...-...	...-...	E,F,G	A,B,C,D,G,H,M,N
Hawaiian Gardens, Calif.	700-827-14-28-47-9	14	...-...	...-...	None	C,D
Haysville, Kan.	236-415-11-11-43-34	25	3,400-...	6,420-...	E,F,G	A,C,D,G,H,L,N,O
Healdsburg, Calif.	...-3,808-5-7-7-79	58	8,940-8,520	10,860-10,344	B,E,F,G	A,C,D,E,G,H,N
Herkimer v, N.Y.	1,893-1,923-41-2-11-44	83	7,143-7,445	8,430-8,786	E,F,G	A,B,C,D,E,F,G,H,I,J,L,M,N
Herrin, Ill.	663-1,249-16-26-18-39	67	6,970-6,970	8,150-8,150	E,F,G	A,B,E,F,G,H,M,N
Highland, Ill.	...-2,322-14-11-8-65	60	...-...	...-...	A,E,F,G	A,C,D,E,F,G
Highland Heights, Ohio	643-586-23-69-6-0	24	9,300-9,000	11,080-10,525	None	A,B,C,D,G,H,M,N
Hillsdale, Mich.	1,721-3,168-1B-3-1-76	77	7,130-8,589	8,964-9,124	A,E,F,G	A,B,C,D,E,F,G,H,J,M,N
Holdenville, Okla.	329-...	50	...-5,520	...-...	E,F,G	A,B,C,D,E,F,G,H,J,M,N

Table 1/15 continued

GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
5,000 – 9,999 continued						
Hollister, Calif.	1,077-1,103-21-40-9-29	58	9,168-8,520	11,136-10,344	E,G	A,C,D,G,H,M,N
Hometown, Ill.	400-403-9-27-29-33	5	14,000-...	...-...	H	A,8,C,D,E,G,H,N
Hooksett t, N.H.	2,522-2,522-59-23-12-4	22	7,840-6,760	8,840-6,260	E,F	A,B,C,D,E,F,M,N
Hoopeston, Ill.	761-885-7-36-18-38	45	10,000-...	12,000-...	E,F,G	A,8,C,D,E,F,G,H,I,J,L,M,N
Hope, Ark.	1,264-875-6-0-30-63	67	6,000-5,160	7,560-6,840	8,E,F,G	A,B,C,D,F,G,H,M,N
Howell, Mich.	765-1,306-40-0-13-45	47	8,440-...	9,811-...	E,G	A,C,D,E,F,G,H,M,N
Hudson, Wis.	...-1,129-34-16-29-19	40	9,822-...	11,040-...	E,F,G	A,B,C,E,G,H,N
Huntingdon b, Pa.	464-412-27-29-30-12	41	6,000-...	8,500-...	E,G	A,B,F,G,H,J,K,N
Huntington Woods, Mich.	1,151-6,963-90-...-3-5	47	10,500-...	15,900-...	F,H	A,C,D,E,H,M
Huron, Ohio	561-1,189-16-23-15-44	40	7,800-7,800	10,000-10,000	G	A,B,C,D,G,H,M,N
Hutchinson, Minn.	2,211-2,213-18-...-12-69	55	8,040-...	9,744-...	A,D,E,F,G	A,8,C,D,E,F,G,H,I,J,L,M,N,O
Independence, Iowa	631-637-66-1-30-1	37	6,300-6,300	7,740-7,740	A,E,F,G	A,8,C,D,E,H,M,N
Independence, Ohio	2,250-1,771-19-63-10-5	41	10,750-10,750	15,350-15,350	E,F	A,8,C,D,F,G,H,L,M,N
Indian Hill v, Ohio	1,000-1,740-0-69-1-28	59	9,672-...	11,040-...	G	A,C,D,H,M,N
Ionia, Mich.	780-822-27-7-32-32	68	8,800-8,400	10,100-9,600	E,F,G	A,B,C,D,E,G,H,J,N
Ironwood, Mich.	1,154-1,663-28-15-23-32	100	7,488-7,488	7,925-7,925	E,F,G	A,B,C,D,E,F,G,H,M,N
Irvine, Calif.	2,393-2,141-22-44-24-8	47	...-...	...-...	None	A,B,C,D
Irvington v, N.Y.	1,422-1,416-80-6-4-8	47	10,800-...	12,730-10,175	E,F,G	A,C,D,E,H,M
Ishpeming, Mich.	1,023-1,294-38-3-42-15	91	9,084-5,980	9,886-8,351	E,F,G	A,B,C,D,E,F,G,H,M,N
Jacksonville, Tex.	919-1,678-19-17-9-52	100	5,340-5,340	5,552-5,564	E,F,G	A,8,C,D,E,F,H,M,N
Jasper, Ind.	954-3,942-13-0-7-78	142	8,840-5,400	10,400-12,240	A,D,E,G	A,C,D,E,F,M,N
Jasper, Tex.	629-1,826-4-11-4-80	77	...-...	...-...	A,E,F,G	A,B,C,E,M,N
Jenkintown b, Pa.	620-568-68-5-3-21	32	11,000-...	...-...	F	A,H,M,N
Jersey Shore b, Pa.	...-485-12-26-13-46	26	7,457-...	...-...	None	A,8,C,D,G,H,M,N
Jim Thorpe b, Pa.	245-...	24	...-...	5,800-...	E,F,G	A,8,C,D,G,H,M,N
Jonesboro t, La.	1,386-1,253-6-3-5-85	72	...-...	5,700-6,700	A,E,F,G	A,F,G,H,M,N
Justice v, Ill.	829-...	7	8,500-...	9,500-...	F,H	A,C,D,G,H,N
Kane b, Pa.	314-391-27-19-20-32	20	7,741-...	8,196-...	E,F	A,B,C,N,O
Kaysville, Utah	341-743-15-4-7-72	23	8,004-...	11,244-...	B,F,H	A,B,C,D,E,F,G,H,M,N
Kendallville, Ind.	699-1,232-37-2-15-44	44	8,225-...	8,825-7,675	E,F,G	A,C,D,E,F,G,H,J,K,N
Kenilworth b, N.J.	...-...	...	...-...	...-...	None	A,B,C,D,E,G,H,M,N
Kennebunk t, Me.	1,041-2,569-57-...-5-37	27	6,760-...	7,800-...	None	A,B,C,D,E
Kenton, Ohio	2,057-1,424-7-36-9-45	62	7,350-7,350	8,000-8,000	E,F,G	A,B,C,D
Keyport b, N.J.	...-2,517-0-76-9-15	55	9,527-...	10,719-...	E,F,G	A,B,C,D,E,G,H,M,N
Keyser, W. Va.	206-...	31	...-...	...-...	E,F,G	A,8,C,D,E,I,N
Kingman, Ariz.	3,522-3,219-3-17-33-45	112	8,640-8,232	10,512-10,008	E,F,G	A,B,C,D,H,M,N
Kings Point v, N.Y.	964-1,118-86-2-6-4	37	...-...	...-...	...	...
Kingsford, Mich.	719-884-32-...-45-21	36	7,168-6,980	8,269-8,010	None	A,B,C,D,G,H,M,N
Kissimmee, Fla.	2,564-5,359-7-7-10-74	178	8,606-7,800	13,312-10,972	A,E,F,G	A,8,C,D,F,G,H,M,N,O
Knoxville, Iowa	1,039-1,288-27-23-31-18	42	7,020-...	8,280-...	E,G	A,C,D,E,F,N
La Follette, Tenn.	770-568-28-0-71-...	67	7,200-6,480	...-...	None	A,B,C,D,E,G,H,M
La Junta, Colo.	655-809-27-1-28-42	93	6,364-6,364	6,947-6,947	A,E,F,G	A,C,D,E,F,G,H,L,M,N,O
Lacey, Wash.	1,182-2,194-16-10-49-23	48	...-...	...-...	F,G	A,C,D,E,H,N
Lake City t, S.C.	555-714-34-13-17-33	70	6,867-6,219	6,867-8,723	E,F,G	A,8,D,H,M,N
Lake Wales, Fla.	922-1,425-22-6-38-31	112	6,800-6,000	8,190-6,930	...	A,8,C,D,E,F,G,H,I,M,N
Lamar, Colo.	810-769-23-4-29-42	71	6,600-5,940	7,920-7,100	A,E,F,G	A,B,C,D,E,F,H,M,N
Lancaster t, S.C.	907-1,196-34-12-32-20	120	6,181-6,181	6,487-6,487	E,F,G	A,C,D,F,G,H,I,M,N
Lapeer, Mich.	1,040-2,410-11-11-30-45	51	9,314-...	10,436-...	E,H	A,B,C,D,E,F,G,H,I,N,O
Larchmont v, N.Y.	2,200-1,828-94-...-5-...	105	11,785-11,600	13,465-13,300	E,G	A,C,D,E,H,M
Laurinburg, N.C.	969-2,453-13-0-14-71	106	6,552-6,552	8,788-8,788	8,E,F,G	A,B,C,D,F,G,H,I,L,M,N,O
Lawrence v, N.Y.	1,613-1,556-37-1-4-56	54	...-...	...-...	E,F	A,8,C,D,H,N
Lawrenceburg, Tenn.	1,091-2,567-9-3-21-65	175	6,156-5,832	6,870-5,856	D,E,F,G	A,B,C,D,G,H,M,N
Lawrenceville, Ill.	...-379-18-51-30-...	23	6,723-...	8,300-...	E,F	A,F,M,N
Lebanon, Ky.	403-687-10-4-25-59	28	...-...	8,004-...	E,F,G	A,8,C,D,G,H,I,M,N
Lebanon, Ohio	1,348-2,591-4-16-9-69	107	8,164-...	10,426-...	A,E,F,G	A,B,C,D,F,G,H,M,N
Leeds, Ala.	861-781-9-49-30-10	66	5,700-4,800	7,090-7,500	F	A,B,C,D,E,F,G,H,L,M,N
Lenexa, Kan.	1,819-1,337-32-15-7-45	62	9,600-8,400	12,600-10,200	E,F,H	A,8,C,G,H,N
Lewistown, Mont.	1,176-934-42-4-16-36	44	7,200-7,200	8,784-8,232	E,F,G	A,C,D,E,F,G,H,N
Lexington, Mo.	437-540-35-15-29-18	23	...-...	...-...	E,F	A,8,C,D,J,M,N
Lexington, Neb.	941-1,722-12-4-10-72	98	6,960-...	8,820-...	8,E,F,G	A,B,C,D,E,F,G,H,L,N
Liberty, Tex.	587-1,817-11-20-2-66	77	6,000-6,000	7,296-6,900	B,E,F,G	A,8,C,D,E,F,G,H,M,N
Limestone t, Me.	408-2,422-13-0-85-...	14	5,720-...	7,280-...	E,F,G	A,B,C,D,E,F,G,H,L,N
Lincoln Park b, N.J.	1,600-1,886-49-31-7-11	40	8,500-...	11,600-...	E,F,G	A,C,D,E,H,M,N
Lisbon t, Me.	795-1,999-56-4-6-32	28	6,800-...	8,000-...	E,F	A,B,C,D,E,L,N
Lisle v, Ill.	1,400-742-10-46-16-26	33	10,000-...	14,000-...	F,G	A,B,H,N
Litchfield t, Conn.	3,413-...	...	...-...	11,000-...	E	A,B,C,D,E,F,H,N
Lititz b, Pa.	446-396-48-23-12-14	22	7,222-...	8,897-...	E,F,G	A,C,G,H,M,N
Little Falls, Minn.	707-...	51	7,836-8,640	9,876-9,588	E,F,G	A,B,C,D,E,G,H,N
Littlefield, Tex.	562-724-28-17-15-38	50	6,180-6,180	7,500-7,500	E,F,G	A,C,D,F,G,H,M,N
Livingston, Mont.	677-1,289-12-3-36-47	51	8,019-8,019	9,480-9,720	E,F,G	A,C,D,E,F,G,H,M
Loma Linda, Calif.	600-610-32-12-24-30	21	...-...	...-...	F,G	A,C,H
Los Altos Hills t, Calif.	690-648-19-11-30-38	11	...-...	...-...	F	A,C,H,N,O
Louisville, Ohio	660-851-8-44-11-34	27	9,600-8,320	12,300-...	E,H	A,B,C,D,G,H,N
Loveland, Ohio	276-738-7-25-10-56	31	7,800-...	10,480-...	E,F,G	A,B,C,D,G,H,M,N
Madawaska t, Me.	2,032-2,145-90-...-9-...	21	...-...	...-...	None	A,B,C,D,E,H,N
Madeira, Ohio	900-793-64-15-15-4	21	9,526-...	11,340-...	None	A,B,C,D,G,H,M,N
Madison, Ill.	940-948-32-15-25-26	59	10,781-...	11,428-...	None	A,B,C,D,E,G,H,M

Table 1/15 continued

GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
5,000 – 9,999 continued						
Maitland, Fla.	1,557-1,829-24-15-20-39	53	8,216-8,028	10,587-9,796	E,F,G	A,B,C,D,E,F,G,H,N
Malvern, Ark.	648-564-9-12-59-18	46	6,060-6,060	8,400-8,400	E,F,G	A,B,C,D,F,G,H,I,L
Manassas t, Va.	2,117-3,195-20-17-10-51	128	7,600-...	10,500-...	B,E,F,G	A,B,C,F,H,M,N
Manheim b, Pa.	330-324-19-48-22-10	24	7,859-...	9,500-...	. . .	A,C,M
Manistee, Mich.	1,212-1,385-47-0-39-12	73	7,200-...	8,684-...	. . .	. . .
Maple Grove v, Minn.	793-723-38-1-24-35	28	9,600-...	12,480-...	F,G	A,B,C,D,H,N
Maquoketa, Iowa	1,543-2,488-20-...-6-72	45	8,400-...	9,540-...	A,E,F,G	A,B,C,D,E,G,H,M,N
Margate, Fla.	2,738-1,809-7-44-20-26	144	9,800-8,200	12,500-8,700	None	A,C,D,E,H,N
Marion t, S.C.	1,033-1,180-27-9-34	95	6,400-6,400	6,675-7,200	E,F,G	A,B,C,D,F,G,H,L,M,N
Marshall, Minn.	2,400-2,931-12-1-18-66	54	8,580-...	9,456-...	A,E,F,G	A,B,C,D,E,G,H,I,J,L,N,O
Martin, Tenn.	1,731-911-23-0-41-34	75	6,780-...	8,700-...	None	A,D,E,F,H,J,K,M
Marysville, Calif.	1,732-2,194-19-32-23-24	84	9,444-8,988	11,460-10,932	E,F	A,C,D,F,G,H,M,N
Marysville, Mich.	1,368-1,674-59-0-16-22	63	11,418-10,972	13,224-12,693	E,F,G	A,C,D,E,F,H,M,N
Marysville, Ohio	800-498-8-78-13-...	33	8,228-8,228	9,600-9,600	E,F	A,C,D,F,N
Maryville, Mo.	1,133-1,307-18-24-17-39	54	6,276-...	7,632-...	E,F,G	A,B,C,D,E,F,G,H,I,N,O
Mason, Mich.	900-982-33-0-16-49	44	8,216-...	11,136-...	E,F,G	A,C,D,F,H,N,O
Mason, Ohio	825-1,067-1-29-17-50	24	9,231-...	9,739-...	E,F,G	A,B,C,D,G,H,M,N
Mathis, Tex.	212-477-31-12-21-34	33	4,680-...	5,200-...	E,F,G	A,B,G,H,M
Mechanicsburg b, Pa.	510-742-16-35-19-28	31	7,600-...	9,000-...	E	A,B,C,D,E,H,L,N
Media b, Pa.	...-...	56	10,700-...	11,700-...	E,F,G	A,B,D,E,G,H,M,N
Medina v, N.Y.	835-1,169-47-2-12-37	48	8,380-8,380	9,095-9,095	E,F,H	A,B,C,D,F,H,M
Mendota, Ill.	1,818-504-34-65-...-...	18	8,220-...	12,130-...	E,F,G	A,B,C,D,E,H,M,N,O
Mercedes, Tex.	1,000-1,141-23-10-28-38	89	6,000-...	7,500-...	E,F,G	A,B,C,D,E,G,H,I,L,M,N
Merrimack t, N.H.	8,157-5,181-79-5-7-7	. . .	8,424-8,268	9,360-9,308	E,F,G	A,B,C,E,F,H,N
Mexia, Tex.	537-839-19-16-22-41	66	5,400-5,400	6,600-6,600	E,F,H	A,B,C,E,F,G,H,I,M,N
Miami Shores v, Fla.	1,773-1,480-35-27-18-18	170	9,724-9,256	11,856-10,192	None	A,C,D,E,G,H,M,O
Middlebury t, Vt.	839-1,041-43-7-14-34	37	7,020-...	8,580-...	E,F,G	A,B,C,D,E,F,K,L,N,O
Middleton, Wis.	1,400-1,885-21-35-11-31	13	...-...	...-...	F,G	A,B,C,D,E,G,H,L,M,N
Middletown b, Pa.	833-1,940-3-6-6-83	61	8,413-...	9,739-...	B,E,F,G	A,B,C,D,E,G,H,M,N
Midvale, Utah	603-740-24-21-21-33	47	8,000-...	8,700-...	E,F,G	A,B,C,D,F,G,H,M,N
Milton, Fla.	523-1,396-5-11-24-61	88	6,698-6,136	8,965-8,008	D,E,F,G	A,C,D,G,H,M,N
Milton b, Pa.	425-339-41-58-...-...	29	7,200-...	9,800-...	None	A,C,G,H,N
Monett, Mo.	1,833-1,692-3-4-6-85	79	5,292-5,292	...-...	B,E,F,G	A,B,C,F,H,M,N
Montevideo, Minn.	89-1,163-27-18-22-32	45	7,884-7,284	9,240-8,532	E,F,G	A,B,C,D,F,G,H,I,J,N
Monticello v, N.Y.	1,438-1,701-59-...-8-32	85	10,381-10,086	11,881-11,586	E,F,G	A,B,C,D,G,H,I,M,N
Montpelier, Vt.	1,815-4,363-60-...-24-15	96	7,534-7,175	9,159-8,724	E,F,G	A,B,C,D,E,F,G,H,I,L
Mooresville t, N.C.	1,401-2,170-23-28-12-35	. . .	7,384-7,384	9,178-9,178	E,F,G	A,B,C,D,E,F,G,H,M,N
Morgan Hill, Calif.	1,677-1,893-25-13-8-52	46	10,200-9,900	12,600-12,300	E,F,G	A,B,C,D,F,G,H,N
Morris, Minn.	824-1,151-22-1-27-49	31	7,320-...	13,596-...	E,F,G	A,B,C,E,F,G,H,N
Morro Bay. Calif.	1,348-1,745-22-14-9-52	65	9,456-8,976	11,868-11,196	E,F,G	A,B,C,D,H,N,O
Mount Carmel, Ill.	550-...	. . .	7,000-6,800	9,800-7,800	E,F,G	A,C,D,E,F,G,H,N
Mount Healthy, Ohio	...-...	. . .	...-...	...-...	None	A,C,D,F,H,N
Mount Joy b, Pa.	252-689-11-23-9-56	18	7,500-...	8,300-...	E,F,G	A,B,C,E,M,N
Mount Kisco v, N.Y.	2,112-2,232-75-4-7-12	78	11,136-...	13,920-...	F,G	A,B,C,D,E,F,G,H,I,L,M,N
Mount Oliver b, Pa.	...-420-34-36-29-...	19	...-...	...-...	. . .	A,B,C,D,H,M,N
Mount Pleasant t, S.C.	599-452-63-15-15-5	54	6,500-5,921	...-...	E,F,G	C,D,E,F,H,M,N
Mount Rainier, Md.	362-367-50-1-46-0	30	8,312-...	9,112-...	None	A,C,D,E,M,O
Mountain Home, Idaho	1,627-1,167-22-2-43-32	50	...-...	...-...	E,F,G	A,B,C,D,E,F,H,M,N
Napoleon, Ohio	2,697-3,412-3-18-3-75	94	7,280-6,000	12,250-16,350	A,E,G	A,B,C,D,F,H,M,N
Narragansett t, R.I.	5,500-4,876-63-3-24-8	83	7,540-7,120	8,320-8,470	E,F,H	A,C,D,G,H,M,N
Nassau Bay, Tex.	821-719-52-20-2-25	14	...-...	...-...	E,F,G	A,C,D,H,N
Navasota, Tex.	...-911-24-10-12-53	52	6,000-5,313	...-...	D,E,F,G	A,B,C,D,F,H,M,N
Negaunee, Mich.	860-780-49-11-33-5	61	7,360-...	8,007-8,320	B,E,F,G	A,B,C,E,F,G,H,M,N
Neosho, Mo.	660-1,094-12-33-16-36	71	5,700-5,400	7,275-6,240	E,F,G	A,C,D,G,H,M
Nevada, Mo.	1,394-1,232-22-16-23-38	48	5,880-5,340	7,860-7,140	E,F	A,B,C,D,E,H,I,J,N
New Brighton b, Pa.	320-465-32-30-18-18	29	...-...	...-...	. . .	. . .
New Carlisle v, Ohio	964-560-21-5-21-52	22	8,085-...	10,106-...	E,F,G	A,B,C,D,F,G,N
New Cumberland b, Pa.	764-649-24-41-8-25	25	8,300-...	10,100-...	E	A,B,C,D,E,M,N
New Port Richey, Fla.	2,250-...	. . .	7,425-7,542	9,131-9,231	E,F,G	A,B,C,D,E,F,G,H,N
Newberg, Ore.	...-1,229-15-3-37-43	43	8,952-8,736	11,448-11,448	E,F,G	A,B,E,G,H,J,N
Newberry t, S.C.	1,325-2,320-12-3-14-69	133	7,228-6,734	8,320-8,320	B,D,E,F,G	A,B,C,D,G,H,M,N
Newport t, N.H.	756-1,727-68-5-22-4	46	7,500-...	8,500-...	E,F,G	A,B,C,D,E,F,H,L,N
Newport, Ore.	419-1,037-32-1-27-38	53	8,160-8,160	10,380-10,380	E,F,G	A,B,C,D,E,H,N,O
Newton t, N.J.	1,055-1,266-35-27-5-30	48	8,750-...	11,863-...	E,F,G	A,C,D,G,H,I,N
Newton, N.C.	1,205-2,740-14-4-15-64	97	...-...	...-...	B,E,F,G	A,B,C,D,F,H,L,M,N
Newton Falls, Ohio	...-2,156-1-29-32-36	45	8,465-...	9,318-...	A,E,F,G	A,B,C,D,H,N
Nitro t, W. Va.	556-675-16-17-19-47	75	7,200-6,600	7,800-6,900	None	A,C,D,E,H,M,N
Normandy t, Mo.	395-395-13-76-8-1	18	9,212-...	9,673-...	None	A,B,C,G,H,M
North Bend, Ore.	2,249-2,566-25-6-16-52	67	8,304-8,628	10,188-10,092	E,F	A,B,C,D,E,H,I,N
North Haledon b, N.J.	880-2,988-94-4-0-0	22	8,800-...	12,400-...	E	A,D,E,G,H,M,N
North Kansas City, Mo.	2,619-2,824-35-39-11-13	8	8,988-8,556	11,448-11,196	E,F,G	A,B,C,D,E,G,H,J,L,M,N,O
North Mankato, Minn.	640-1,061-22-7-39-30	36	9,120-...	11,760-...	F,G	A,B,C,E,G,H,L,M,N
North Palm Beach v, Fla.	1,800-1,883-46-3-14-36	150	8,081-...	10,101-...	None	A,C,D,E,G,H,M,N
Northampton b, Pa.	794-978-26-24-14-35	26	...-...	...-...	E,F,G	A,B,C,D,G,H,M,N
Northfield v, Ill.	961-1,499-36-28-4-31	32	11,448-...	15,036-...	H	A,B,C,E,G,H,N
Northfield, N.J.	1,262-3,401-87-6-5-...	56	8,000-8,000	10,000-10,000	None	A,C,D,E,H,M
Northport v, N.Y.	1,379-1,306-77-0-10-11	42	9,750-...	13,552-...	None	A,C,D,G,H,M,N

Table 1/15
continued

GOVERNMENTAL DATA FOR MUNICIPALITIES
25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmentel, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
5,000 – 9,999 continued						
Northvale b, N.J.	1,036-1,017-47-7-20-24	19	10,084-...	13,000-...	None	A,C,D,H,N
Northville, Mich.	1,300-1,899-18-1-39-40	39	10,000-...	13,500-...	F,H	A,B,C,D,E,F,H,L,M,N
Norwich, N.Y.	1,149-1,231-35-2-40-21	94	7,647-7,862	8,928-9,232	E,F,G	A,8,C,D,G,H,L,N
O'Fallon, Ill.	577-1,559-11-15-15-57	44	9,568-...	11,024-...	E,F,H	A,C,E,F
O'Hara tp, Pa.	...-1,246-34-26-15-23	34	8,000-...	13,360-...	H	A,B,C,D,H,M,N
Oak Harbor, Wash.	...-1,575-9-10-57-22	9	9,840-...	...-...	...	A,8,C,D,E,H,M,N
Oakdale, Calif.	1,195-969-20-27-34-17	58	7,380-7,380	9,888-9,888	E,F,G	A,B,C,D,G,H,M,N
Oakdale, La.	724-711-5-10-48-36	79	9,360-9,360	...-...	E,F,G	A,8,C,G,H,K,M,N
Oakdale v, Minn.	510-1,058-27-13-27-32	24	9,804-...	...-...	F,G	A,8,C,D,G,H,N
Oakmont b, Pa.	600-595-43-30-21-4	24	11,220-...	11,520-...	E,F	A,B,C,D,E,G,H,L,M,N
Oberlin, Ohio	940-3,234-4-15-4-74	72	8,813-8,813	11,016-11,016	A,E,F,G	A,8,C,D,F,G,H,J,K,L,M,N
Oelwein, Iowa	1,336-1,609-31-...-40-27	50	7,140-7,140	8,148-8,148	E,F,G	A,B,C,D,E,F,H,M,N
Ojai, Calif.	...-1,042-31-21-23-23	9	10,284-...	12,516-...	F	A,C,D,F,G,H
Old Town, Me.	1,798-3,132-67-5-15-11	76	5,704-5,704	7,645-7,645	F	A,B,C,D,E,F,H,I,L,M,N,O
Olivette, Mo.	1,550-1,383-26-35-4-32	47	7,236-7,236	10,320-10,632	None	A,B,C,D,G,H,I,L,M
Olmsted Falls, Ohio	...-593-16-33-16-34	1	...-...	...-...	None	A,8,C,D,F,G,H,J,M,N
Olney, Ill.	1,250-1,585-19-25-23-30	69	8,103-8,103	8,909-8,789	E,F,G	A,8,C,D,E,F,G,H,N
Ontario, Ore.	1,364-1,546-23-1-28-47	72	7,380-6,600	8,232-7,320	E,F,G	A,C,D,E,F,N
Oradell b, N.J.	...-4,550-98-0-1-0	48	9,200-...	13,100-...	...	A,8,C,D,E,G,H,L,M,N
Orland Park v, Ill.	1,110-580-30-57-11-...	43	9,696-...	13,224-...	F,G	A,B,C,D,E,H,M,N
Orono t, Me.	2,049-2,108-54-4-9-31	38	6,760-6,760	7,800-7,800	E,F	A,8,C,D,E,F,G,H,I,K,L,N
Orono, Minn.	640-779-44-2-38-14	...	10,200-...	12,601-...	F,G	A,8,C,D,H
Oroville, Calif.	1,984-1,868-25-31-26-15	75	...-...	...-...	E,F	A,B,C,G,H,N
Oxford t, N.C.	1,000-1,465-30-4-34-29	68	...-...	...-...	E,F,G	A,8,D,F,G,H,I,M,N
Palm Bay, Fla.	1,016-616-...-52-26-21	77	6,500-5,800	...-...	F,H	A,8,C,D,G,H,M,N
Palm Beach t, Fla.	6,100-6,243-59-13-5-22	298	9,802-8,892	13,133-12,508	F	A,8,C,D,E,G,H,M,N
Paradise Valley t, Ariz.	815-572-...-19-47-33	28	9,288-...	11,304-...	...	A,8,E,G,H,N,O
Paris, Tenn.	1,500-1,594-19-28-34-17	111	5,856-5,856	7,884-7,884	8,E,F,G	A,8,C,D,E,F,G,H,M,N
Pauls Valley, Okla.	505-676-...-29-22-48	61	4,980-5,532	5,820-5,760	E,F,G	A,8,C,E,F,J,L,M,N
Pearsall, Tex.	600-637-13-14-12-59	41	5,400-...	7,000-...	D,E,F,G	A,B,C,E,G,H,K,M
Pelham Manor v, N.Y.	1,976-1,806-86-1-4-7	78	12,705-11,800	13,725-12,750	F	A,C,H,M,N
Pell City, Ala.	...-1,008-3-29-20-46	54	6,000-4,740	7,500-5,220	D,E,F,G	A,C,D,E,M
Pella, Iowa	1,100-3,395-10-0-21-67	58	7,862-...	9,838-...	A,E,F,G	A,8,C,D,E,M,N
Perkasie b, Pa.	503-1,129-7-13-6-73	26	8,112-...	9,734-...	B	A,8,C,G,H,M,N
Perry, Iowa	...-1,143-39-0-23-36	51	7,020-6,360	8,232-6,660	E,G	A,8,C,D,E,F,M,N,O
Perrysburg, Ohio	3,073-2,514-2-29-2-65	74	10,118-10,118	12,701-12,701	E,G	A,B,C,D,E,F,H,M,N
Petoskey, Mich.	1,692-3,120-6-0-10-82	82	8,900-8,794	9,650-9,750	8,E,F,G	A,C,D,E,H,N,O
Pierre, S.D.	2,506-3,028-10-2-14-71	115	6,768-...	7,536-...	A,E,F,G,I	A,8,C,D,E,F,G,H,I,L,M,N,O
Pine Hill b, N.J.	592-495-63-9-27-...	52	9,520-...	12,920-...	F,G	A,D,H,M,N
Pineville, La.	692-913-23-7-20-48	90	5,217-4,968	...-...	E,F,G	A,8,C,D,E,G,H,M,N
Platteville, Wis.	1,128-1,436-17-5-34-42	57	7,440-...	9,180-...	E,F,G	A,8,C,D,E,H,J,N
Plattsmouth, Neb.	...-738-53-9-34-2	...	...-...	...-...	8,E,F,G	A,C,D,E,F,G,H,N
Pleasant Grove t, Ala.	602-139-72-...-27-...	44	...-...	...-...	D,H	A,B,C,D,E,G,H,M
Pleasant Grove, Utah	451-629-26-10-21-42	36	7,932-...	...-...	E,F,G	A,8,C,D,E,F,H,M
Pleasantville v, N.Y.	1,387-1,521-74-1-5-18	57	11,100-...	13,300-...	F,H	A,C,D,E,H,L,M,N
Plymouth, Wis.	437-2,126-14-0-6-78	60	9,845-...	10,773-...	B,E,F,G	A,C,D,E,F,G,H,M,N
Poquoson t, Va.	1,697-779-29-17-37-15	22	8,450-8,450	10,200-10,200	E,F	A,B,C,D,G,H,N
Port Jefferson v, N.Y.	611-670-65-2-10-21	19	...-...	...-...	None	A,B,C,D,H,N
Port Jervis, N.Y.	1,182-1,315-40-7-29-23	58	7,400-...	9,000-...	H	A,8,C,D,G,H,L,M,N,O
Port Townsend, Wash.	807-557-23-22-35-18	35	8,676-...	9,792-9,432	E,F,G,I	A,8,C,D,E,G,H,M,N
Port Washington, Wis.	...-1,821-28-0-46-23	54	9,690-...	11,004-...	E,F,G	A,B,C,D,E,H,M,N
Portland, Ind.	625-...	63	7,846-7,846	...-...	E,F,G	A,8,C,H,M
Poteau, Okla.	462-906-...-54-23-21	34	...-...	5,640-...	E,F,G	A,B,C,E,F,L,N
Pratt, Kan.	...-1,806-18-2-9-69	85	6,360-...	7,950-...	A,E,F,G,I	A,B,C,D,E,F,G,H,M,N
Princeton, Ill.	977-2,453-14-17-5-62	64	9,144-8,244	...-...	A,E,F,G	A,B,C,D,E,F,G,H,J,K,L,M,N
Princeton, Ky.	345-381-11-49-29-8	41	5,460-...	7,632-...	E,F,G	A,F,M,N
Princeton, W. Va.	1,114-994-22-34-13-30	76	5,568-6,685	5,999-7,175	E,F	A,C,D,E,G,H,J,M,N,O
Pulaski, Tenn.	898-1,000-16-36-39-6	81	6,000-...	...-...	B,D,E,F,G	A,B,C,D,G,H,M,N
Quakertown b, Pa.	750-663-18-27-10-44	47	7,800-...	9,500-...	B,E,F,G	A,B,C,D,G,H,M,N
Raymondville, Tex.	384-643-19-16-19-43	60	...-...	...-...	E,F,G	A,B,C,F,M,N
Rayne, La.	824-1,900-7-11-15-64	75	4,920-...	5,196-...	A,E,F,G	A,B,C,D,M
Red Bluff, Calif.	1,765-1,892-18-26-23-30	65	8,940-8,940	10,860-10,860	E,F,G	A,B,C,D,G,H,N,O
Richmond t, Tex.	395-775-22-17-16-43	40	...-...	...-...	E,F,G	A,B,C,D,M,N
Ridgecrest, Calif.	2,802-1,162-12-46-35-4	37	8,976-...	11,436-...	E,F	A,8,C,D,G,H,N
Ridgway b, Pa.	900-982-14-12-15-57	32	6,000-...	8,463-...	E,F,G	A,8,H,M,N
Rittman, Ohio	1,120-847-9-49-12-28	38	8,000-...	10,200-...	E,F,G	A,C,D,F,G,N
Riverdale t, Md.	400-322-48-19-32-...	25	8,000-...	...-...	None	A,B,C,D,H,M,N
Riverside tp, N.J.	...-1,105-29-20-32-17	29	9,010-...	10,362-...	E,F	A,B,C,D,E,G,H,J,M,N
Riverton, Wyo.	912-1,025-7-6-40-45	57	7,200-...	...-...	E,F,G	A,C,D,G,H,M,N
Rochester, Mich.	1,425-1,425-40-10-14-35	25	10,788-...	12,842-...	E,F,G	A,B,C,D,F,G,H,M,N
Rock Hill, Mo.	580-580-13-40-...-45	32	9,000-9,000	9,780-9,780	None	A,B,C,D,E,G,H,N
Rockingham, N.C.	1,500-1,551-26-11-28-32	86	6,358-6,055	8,517-8,112	E,F,G	A,B,D,E,F,G,H,I,M,N
Rockingham t, Vt.	987-1,053-39-2-21-36	6	...-...	...-...	None	A,B,C,D,E,F,L,O
Rockland, Me.	2,100-2,120-78-11-8-0	78	6,500-6,500	8,060-8,060	E,F	A,B,C,D,E,G,H,N
Rohnert Park, Calif.	1,175-1,507-12-24-24-38	35	9,480-...	11,544-...	E,F,G	A,C,D,G,H,M,N,O
Rolling Hills Estates, Calif.	658-830-0-53-27-19	16	...-...	...-...	F	A,B,C,D,H,M,N,O
Round Lake Beach v, Ill.	586-1,255-12-15-20-51	35	10,254-...	11,194-...	F,G	A,8,C,D,G,H,M,N

Table 1/15 continued GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
5,000 – 9,999 continued						
Russell, Kan.	2,701-1,450-7-1-7-83	75	7,200-...	8,400-...	A,E,F,G	A,C,D,E,F,G,H,J,M,N
Russellville, Ky.	461-773-17-41-30-9	80	5,400-5,400	6,108-6,300	E,F,G	A,C,D,F,H
St. Albans, Vt.	947-2,664-22-0-66-10	65	7,540-7,540	8,788-8,788	E,F,G	A,B,C,D,E,G,N
St. Anthony v, Minn.	826-1,090-19-3-16-59	44	11,544-10,164	12,984-11,364	F,G	A,C,D,H,N
St. Cloud, Fla.	1,200-2,659-6-15-10-68	150	7,000-7,000	8,800-8,800	A,E,F,G	A,B,C,D,F,G,H,M,N
St. Helens, Ore.	4,806-2,428-10-4-36-48	115	10,212-9,720	13,560-12,696	E,F,H	A,8,C,D,G,H,N
St. John, Mo.	574-288-25-51-11-12	23	8,280-...	9,360-...	None	A,B,C,G,H,M
St. Johns, Mich.	1,242-1,077-35-...-34-30	40	8,783-...	9,711-...	E,F,G	A,8,C,D,E,H,M,N
St. Johnsbury t, Vt.	1,052-4,675-42-0-47-9	61	7,150-6,760	7,670-7,176	E,F,G	A,B,C,D,M
St. Martinville t, La.	313-1,175-1-2-21-74	55	4,800-...	...-...	E,F,H	A,H,M
St. Marys b, Pa.	633-1,413-15-11-13-62	27	7,300-...	8,800-...	E,F	A,B,C,D,E,G,H,M,N
St. Petersburg Beach, Fla.	4,200-2,693-32-19-17-30	129	7,787-7,056	9,465-8,112	E,F	A,B,C,D,E,G,H,M,N
Salem, Ill.	1,342-1,522-9-18-16-54	50	...-...	...-...	D,E,F,G	A,B,C,D,E,F,G,H,M,N,O
San Juan, Tex.	222-378-30-16-16-37	34	...-...	6,395-...	F,G	A,C,H,M,N
San Juan Capistrano, Calif.	1,973-1,574-20-17-13-48	29	...-...	...-...	E	A,B,C,G,H,N
Saraland, Ala.	934-972-2-63-17-16	...	6,684-6,684	8,328-8,328	G	A,8,C,D,E,H,M,N
Satellite Beach t, Fla.	1,000-270-42-4-53-...	30	6,500-...	8,295-...	None	A,B,C,D,E,G,H,N
Sauk Rapids v, Minn.	660-610-35-2-33-28	26	8,004-...	8,004-...	F,G	A,C,D,N
Scarborough t, Me.	3,945-3,104-78-...-21-...	47	6,760-...	8,580-...	None	A,B,C,D,E,F,H,L,M,N
Schuylkill Haven b, Pa.	512-1,624-2-19-0-76	38	7,182-...	8,310-...	E,G	A,B,C,D,E,G,H,M,N
Scottdale b, Pa.	348-360-27-33-15-23	23	7,708-...	...-...	E,F	A,B,C,D,E,G,H,M,N
Searcy, Ark.	750-515-12-13-45-27	59	5,928-5,700	7,074-7,776	E,F,G	A,C,D,E,F,G,H,M,N
Seat Pleasant t, Md.	...-...	4	...-...	...-...	None	A,B,C,M
Selinsgrove b, Pa.	321-570-15-32-18-34	15	6,800-...	8,400-...	E,F,G	A,B,C,D,E,G,N
Seminole, Okla.	828-1,091-6-20-31-41	94	5,712-6,840	7,320-...	E,F,G	A,B,C,D,E,F,G,H,I,J,M,N,O
Seneca t, S.C.	652-737-23-8-28-40	61	5,460-5,460	6,684-6,684	B,E,F,G	A,D,F,G,H,M
Sewickley b, Pa.	678-694-51-22-8-18	35	...-...	...-...	E,F,G	A,C,D,H,I,M,N
Sheffield Lake, Ohio	220-1,351-5-23-7-63	38	...-...	9,903-9,433	F,H	A,B,C,D,G,H,M
Shillington b, Pa.	1,062-728-14-24-6-53	22	7,740-...	9,444-...	F,G	A,B,C,D,G,H,M,N
Shippensburg b, Pa.	1,000-1,102-7-15-32-44	37	...-...	...-...	E,F,G,I	A,B,C,D,E,M,N
Shrewsbury, Mo.	763-739-13-31-32-21	28	7,920-7,920	9,720-9,720	None	A,B,C,D,H,M
Sidney, Neb.	1,454-1,748-15-17-17-49	79	6,000-5,600	9,600-6,500	A,E,F,G,I	A,B,C,D,E,F,G,H,L,M,N
Siloam Springs, Ark.	699-1,446-11-1-20-66	81	...-6,000	...-8,436	8,E,F,G	A,B,C,D,E,F,G,H,I,J,M,N
Silver City t, N.M.	1,160-1,479-2-50-11-36	106	6,000-5,580	7,200-6,480	E,F,G	A,8,C,D,E,F,G,H,M,N,O
Sinton t, Tex.	549-597-24-17-13-43	56	5,720-...	6,780-...	E,F,G	A,B,C,D,E,G,H,I,M,N
Skowhegan t, Me.	...-2,044-78-6-14-...	43	6,235-...	7,652-7,176	E	A,B,C,D,E,F
Sloan v, N.Y.	587-380-76-...-23-...	16	8,000-...	10,596-...	...	A,B,C,D,M
Soddy-Daisy, Tenn.	762-450-30-29-39-...	18	7,740-...	8,520-...	...	A,B,C,G,H,M
Somerset b, Pa.	495-936-13-15-12-58	39	...-...	...-...	E,F,G	A,B,D,E,G,H,N,O
Souderton b, Pa.	449-567-30-14-12-41	18	8,500-...	9,500-...	E,F	A,B,C,D,H,N
South Boston, Va.	2,612-5,224-12-11-18-57	85	6,864-6,864	8,400-8,400	E,F,G	A,B,C,D,E,F,G,H,M,N
South Lebanon tp, Pa.	...-361-29-43-27-...	13	8,200-...	10,400-...	F	A,8,C,D,E,N
South Ogden, Utah	700-720-32-23-22-21	29	7,152-...	9,685-...	F,G	A,C,D,H,M,N
South Salt Lake, Utah	...-1,094-23-70-4-1	49	6,600-6,000	9,000-9,000	E,F,G	A,B,G,H,M,N
South Tucson, Ariz.	1,117-1,253-1-57-27-13	131	8,255-8,255	9,750-9,750	None	A,B,C,D,G,H,I,M,N
Southborough t, Mass.	3,283-5,227-81-0-16-2	383	9,069-9,069	10,899-10,899	H	A,B,C,D,E,F,H,I,L,N
Southbury t, Conn.	3,173-3,032-82-2-8-6	20	8,600-...	...-...	None	A,8,C,D,E,F,G,H,L,N
Southern Pines t, N.C.	1,134-1,439-31-24-13-31	60	7,380-7,032	9,420-8,976	E,F,G	A,C,D,E,F,G,H,M,N,O
Springfield, Fla.	679-732-...-5-66-27	44	8,320-7,280	...-...	...	A,C,D,H,M
Springfield, Tenn.	835-878-40-7-52-...	120	...-...	...-...	B,D,E,F,G	A,B,C,D,E,F,G,H,I,J,K,L,M,N
Springhill, La.	409-846-16-31-28-22	61	5,400-...	...-...	E,F,G	A,8,C,D,F,G,H,M,N
Stephenville, Tex.	617-1,057-21-21-11-45	60	6,468-6,468	8,268-8,268	E,F,G	A,B,C,D,E,F,H,N,O
Storm Lake, Iowa	1,237-1,661-45-19-10-24	70	7,728-...	8,052-...	E,F,G	A,B,C,D,E,F,H,L,N
Streetsboro v, Ohio	550-675-8-18-22-51	14	8,819-...	...-...	None	A,F,G,H
Stroudsburg b, Pa.	549-584-29-25-18-26	32	7,384-...	9,009-...	E,F,G	A,B,C,D,G,H,N
Sturgis, Mich.	1,317-3,620-17-5-8-68	110	8,278-8,598	10,026-9,591	A,E,F,G	A,B,C,D,E,F,G,H,I,J,M,N,O
Sun Prairie, Wis.	1,380-1,284-25-1-47-25	41	8,820-...	10,020-...	B,E,F,G	A,C,D,E,H,M,N
Tamarac, Fla.	3,000-1,714-24-1-16-57	84	9,900-...	13,200-...	E	A,H,M,N
Tarboro t, N.C.	4,366-5,145-11-0-10-78	190	6,537-5,929	8,760-8,343	B,E,F,G	A,B,C,D,E,F,G,H,M,N
Taylor, Tex.	782-1,177-18-16-13-51	104	7,380-6,120	8,280-6,960	E,F,G	A,B,C,D,E,F,G,H,M,N
Tecumseh, Mich.	1,100-1,300-36-...-...-63	42	...-...	10,200-9,971	E,F,G	A,B,C,D,F,G,H,J,M,N
Temple Terrace, Fla.	1,042-1,279-31-5-22-39	116	9,306-7,093	11,648-8,902	F,G	A,C,D,E,H,M,N
Terrell Hills, Tex.	475-417-77-11-4-6	38	6,744-7,100	8,500-7,700	None	A,G,H,M,N
Thief River Falls, Minn.	1,238-3,486-7-0-14-78	99	7,080-8,448	9,180-8,808	B,E,F,G	A,C,D,E,F,G,H,M,N
Three Rivers, Mich.	1,258-1,627-34-26-26-12	58	7,938-7,500	9,693-9,000	E,F,G	A,B,C,D,E,F,G,H,J,M,N
Tiburon, Calif.	791-668-35-29-31-3	30	11,136-...	13,536-...	None	A,B,C,D,G,H,L,N
Tigard, Ore.	1,492-1,492-15-5-22-56	44	9,144-...	11,220-...	F	A,B,C,E,H,M,N
Tipp City, Ohio	500-1,791-1-8-7-81	33	6,760-...	8,694-...	A,E,F,G	A,B,C,N
Titusville, Pa.	1,100-1,537-23-41-12-21	59	7,650-8,600	8,427-9,116	E,F,G	A,B,C,D,E,G,H,N
Toccoa, Ga.	991-2,666-8-5-7-78	9	6,136-5,845	7,446-7,093	D,E,F,G	A,B,C,F,G,H,M,N
Tolland t, Conn.	1,113-3,507-65-...-29-5	17	7,800-...	8,346-...	None	A,B,C,D,E,F,H,N,O
Treasure Island, Fla.	1,171-1,962-13-3-11-71	102	8,320-7,748	10,670-9,880	E	A,C,D,E,G,H,M,N
Trenton, Ohio	462-517-6-15-11-66	20	8,445-8,445	10,774-10,774	G	A,B,C,D,E,H,M,N
Trumann t, Ark.	...-...	...	...-...	...-...	E,F,G	A,B,C,D,E,G,H,I,K,M,N
Tuckahoe v, N.Y.	1,123-808-99-...-...-0	50	...-...	...-...	None	A,B,E,G,H,I,K,L,M
Tucumcari, N.M.	897-1,754-1-4-34-60	118	5,952-...	7,608-...	A,E,F,G	A,C,D,E,F,G,H,I,L,M
Tulia, Tex.	1,200-1,339-12-6-4-76	48	6,456-...	7,848-...	A,E,F,G	A,B,C,D,G,H,I,M,N

Table 1/15 continued GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
5,000 – 9,999 continued						
Tumwater t, Wash.	1,197-988-34-10-31-23	39	8,304-8,304	10,080-9,144	F,G	A,C,D,E,H,L,N
Tuscumbia, Ala.	1,950-1,152-9-32-24-33	58	...-...	...-...	B,D,E,F,G	A,B,C,D,F,G,H,M,N
Tyrone b, Pa.	391-295-42-1-20-35	27	...-...	...-...	G	A,B,C,D,G,H,N
Universal City, Tex.	562-927-10-18-4-66	40	7,666-6,526	8,405-7,843	F,G	A,8,C,G,H,M,N
Upper Allen tp, Pa.	496-2,615-1-7-90-0	20	7,618-...	9,000-...	E,F	A,B,C,D,H,N,O
Upper Saddle River b, N.J.	1,114-1,024-74-12-12-...	. . .	...-...	...-...	None	A,C,D,E,H,M,N
Vermillion, S.D.	870-2,043-10-8-10-70	60	7,176-...	7,592-...	8,E,F,G,I	A,C,D,E,H,I,N
Vinita, Okla.	559-625-...-3-42-53	68	5,040-5,040	...-...	E,F,G,I	A,8,C,D,E,F,M
Vinton t, Va.	1,240-862-20-14-10-55	60	7,344-...	10,512-...	E,F,H	A,8,C,D,G,H,L,M,N
Walden v, N.Y.	699-819-56-8-11-23	40	7,450-...	9,795-...	E,F,G	A,B,C,D,E,G,H,N
Walnut, Calif.	719-683-20-6-28-45	10	...-...	...-...	. . .	A,B,C,D,G,H
Walterboro t, S.C.	...-751-36-12-35-15	70	6,145-6,145	8,235-8,235	E,F,G	A,C,G,H,M,N
Wanaque b, N.J.	1,211-3,769-90-6-2-...	40	...-...	...-...	G	A,C,D,E,G,H,L,N
Wasco, Calif.	568-625-11-76-11-...	40	6,852-6,192	8,184-7,596	None	A,B,M,N
Waseca, Minn.	530-1,405-28-5-9-56	49	8,568-...	10,488-...	B,E,F,G	A,B,C,D,G,H,J,N
Washington b, N.J.	713-2,534-70-18-2-8	34	10,000-...	13,000-...	E,F	A,B,C,D,E,G,H,M,N
Washington, N.C.	1,313-5,641-6-3-8-81	203	7,032-6,032	8,320-7,566	8,E,F,G	A,8,C,D,E,F,G,H,M,N
Waterloo v, N.Y.	399-872-30-2-11-56	38	...-...	...-...	E,F,G	A,B,C,D,E,F,M,N
Wayne, Neb.	2,472-2,472-7-2-7-82	43	7,020-...	7,320-...	A,E,F,G	A,C,D,E,G,H,L,N
Weatherford, Okla.	500-773-8-64-23-3	70	6,000-6,000	7,800-7,800	G	A,8,C,D,E,F,G,H,M,N
Webster v, N.Y.	1,214-1,383-14-29-6-49	20	...-...	...-...	E,G	A,8,C,H,N
Webster City, Iowa	743-2,821-19-1-10-68	97	7,300-6,720	8,500-8,840	A,E,F,G	A,C,D,F,H,N
Wellington, Kan.	835-2,109-15-5-6-72	104	6,096-6,096	7,031-7,031	A,E,F,G	A,8,C,D,E,F,G,H,I,J,M,N,O
Wellsville v, N.Y.	468-649-48-2-21-27	41	6,000-...	6,500-...	E,F	A,B,C,H,J,M,N
West View b, Pa.	590-658-50-35-14-...	24	8,500-...	10,400-...	None	A,D,H
West York b, Pa.	300-446-23-38-17-20	13	8,233-8,233	9,377-9,377	F	A,B,C,D,G,H,M,N
Westmont b, Pa.	540-522-25-43-4-26	30	...-...	9,000-9,000	F	A,8,C,D,E,G,H,M,N
Westover, W. Va.	237-191-21-49-...-29	23	5,100-...	6,000-...	F	A,8,D,H,M,N
Wewoka, Okla.	402-627-8-21-22-47	54	5,520-5,520	5,880-5,880	E,F,G	A,B,C,D,E,F,G,H,I,J,M,N
Wharton b, N.J.	879-879-53-12-8-25	35	8,800-...	11,745-...	F,G	A,B,C,D,E,G,H,M,N
Wharton, Tex.	650-1,128-21-27-18-32	74	7,200-...	9,600-...	E,F,G	A,B,C,D,G,H,M,N
Wilkins tp, Pa.	1,521-765-45-38-13-3	23	...-...	11,348-...	None	A,8,C,D,G,H,M,N
Williamson, W. Va.	529-1,017-5-23-20-51	55	...-...	...-...	E,F,G	A,8,F,H,M,N
Williamstown t, Mass.	5,406-9,696-41-3-9-45	45	8,499-...	9,855-...	E,F,G	A,8,C,D,E,F,G,H,L,N
Williston Park v, N.Y.	612-824-54-5-7-32	. . .	...-...	...-...	G	A,B,D,E,G,H,M,N
Wilson b, Pa.	1,048-625-37-33-29-...	27	8,050-8,050	9,150-9,150	F	A,B,C,D,E,G,H,M,N
Winnsboro t, La.	532-758-4-32-37-25	55	4,500-3,804	6,120-4,416	E,F,G	A,8,C,D,F,G,H,M,N
Winooski, Vt.	617-823-41-0-30-28	41	6,500-...	8,840-...	E,F,H	A,8,C,D,E,F,G,H,I,J,K,L,M,N
Winslow t, Me.	2,662-2,593-67-24-8-...	28	5,720-6,084	7,384-7,956	F	A,8,C,D,E,F,H,M,N
Winter Garden, Fla.	920-1,313-17-13-19-49	68	9,200-7,238	10,650-8,362	E,F,G	A,C,D,F,H,M,N
Wood Dale, Ill.	1,000-1,490-12-14-22-50	52	11,300-10,000	13,800-11,500	E,F,G	A,H,M,N
Wood-Ridge b, N.J.	...-2,696-65-18-1-13	4	...-...	...-...	E,F	A,C,D,E,G,H,L,M,N
Woodbridge t, Conn.	4,470-3,918-80-...-16-3	30	7,975-...	9,660-...	None	A,8,C,D,E,F,G,H
Woodburn, Ore.	3,500-2,137-2-26-26-43	70	9,096-8,664	11,040-10,536	E,F,G	A,B,C,D,E,G,H,N
Woodbury v, Minn.	722-646-42-8-19-29	21	8,400-...	10,800-...	F,G	A,C,D,G,H,N
Woodward, Okla.	985-996-22-47-5-24	87	...-...	...-...	. . .	. . .
Wrentham t, Mass.	3,613-5,407-36-0-17-46	39	9,932-9,932	10,712-10,712	G	A,B,C,D,E,F,G,H,L,N
Wyoming, Ohio	797-1,189-44-...-24-31	45	10,598-...	11,198-...	G	A,C,D,G,H,M,N
Yoakum, Tex.	500-2,109-3-4-40-51	78	6,000-5,500	7,500-6,000	B,E,F,G	A,B,C,E,G,H,M
York, Neb.	1,300-778-45-13-27-13	47	7,320-7,320	10,340-10,340	E,F,G	A,B,C,D,E,G,H,L,N
York t, S.C.	318-461-27-6-42-23	43	9,600-...	9,600-...	E,F,G	A,D,H,M,N
Yreka City t, Calif.	1,183-1,184-18-22-6-52	42	8,316-...	10,104-...	E,F,G	A,8,C,D,E,G,H,M,N
Yukon, Okla.	1,200-1,249-14-33-7-44	74	6,996-6,300	7,704-7,368	E,F,G	A,8,C,D,G,H,M,N,O
2,500 – 4,999						
Abbeville, Ala.	289-433-3-9-41-44	26	6,000-6,000	8,200-8,200	E,F,G	A,B,C,D,E,F,G,H,M,N
Abernathy, Tex.	230-378-18-10-11-58	13	5,400-...	7,200-...	E,F,G	A,C,D,E,G,M,N
Abingdon, Ill.	1,549-383-28-32-10-27	32	6,614-...	6,926-...	E,G	A,B,C,D,F,H,N
Adel, Ga.	680-1,605-6-6-5-80	61	...-...	...-...	B,D,E,F,G	A,B,C,D,E,G,H,M,N
Akron b, Pa.	87-314-14-10-13-61	5	6,200-...	...-...	F,G	A,C,D,N
Albia, Iowa	423-684-30-16-25-27	17	7,074-...	...-...	E	A,B,C,D,E,F
Alexandria, Ky.	...-48-75-16-7-...	2	...-...	...-...	None	A,8,H,M
Alfred v, N.Y.	314-245-25-0-27-46	13	7,500-...	9,500-...	E,F,G	A,B,C,D,G,H,L,M,N
Algonac, Mich.	...-...	. . .	...-...	...-...	E,F,G	A,B,C,D,G,H,I,M,N
Allegan, Mich.	454-901-33-1-31-33	37	7,800-...	...-...	E,F,G	A,8,C,E,F,N
Allenstown t, N.H.	425-487-28-21-49-...	7	6,052-5,803	10,499-...	F	A,D,E,G,H,M,N
Alma, Ga.	330-2,458-5-1-88-4	28	6,000-6,000	6,500-6,500	E,F,G	A,B,C,D,F,G,H,I,M,N
Alpha b, N.J.	525-686-66-3-1-27	9	10,800-...	...-...	F,G	A,C,D,E,H,M,N
Altamonte Springs, Fla.	2,300-1,621-12-25-21-40	138	7,904-7,436	10,088-9,308	E,F,G	A,8,C,D,E,G,H,J,K,L,M,N,O
Altavista t, Va.	485-498-26-20-8-44	26	7,000-...	8,200-...	E,F,G	A,B,C,F,H,M,N
American Falls, Idaho	...-453-26-5-31-37	18	...-...	...-...	E,F,G	A,B,C,D,H,I,M,N
Anamosa, Iowa	482-564-28-15-26-29	15	...-...	7,500-...	E,G	A,C,E,H,N
Anna, Ill.	206-1,508-5-...-31-63	33	...-...	...-...	D,E,G	A,8,C,E,F,H,J,N
Apalachicola, Fla.	375-284-11-1-61-25	33	6,600-...	...-...	E,F,G	A,B,C,D,E,F,H,M,N
Arab t, Ala.	914-1,720-1-27-10-60	46	6,089-5,605	6,089-5,605	E,G	A,B,C,D,E,F,G,H,L,M
Arcadia t, La.	135-324-21-5-33-38	15	4,800-...	6,500-...	E,F,G	A,D,F,H
Archbold v, Ohio	1,800-...	. . .	...-...	...-...	E,F,G	A,B,C,D,F,G,M,N

Table 1/15 continued

GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
2,500 – 4,999 continued						
Ardsley v, N.Y.	970-848-78-2-12-6	43	11,483-...	13,900-...	. . .	A,B,C,E,G,H,M,N
Attica v, N.Y.	289-428-41-1-18-38	13	8,200-...	...-...	E,F,G	A,C,D,E
Avoca b, Pa.	...-161-32-27-39-0	5	...-...	...-...	None	A
Ayden t, N.C.	529-1,169-11-0-17-70	52	6,094-...	7,758-...	B,E,F,G	A,D,E,F,G,H,M,N
Aztec, N.M.	401-688-1-25-16-57	35	6,516-...	7,572-...	A,E,F,G	A,B,C,D,E,M
Babbitt v, Minn.	335-552-20-43-17-18	15	8,070-...	10,088-...	E,F,G	A,D,E,F,M
Baldwin City, Kan.	252-400-7-0-10-81	29	...-...	6,900-...	A,E,F,G	A,B,C,D,E,H,L,M
Barnesville, Ga.	1,051-1,049-4-3-29-64	66	6,240-6,240	7,280-6,916	B,E,F,G	A,B,C,D,E,F,G,H,M,N
Bartlett v, Ill.	909-1,564-14-2-66-15	17	10,368-...	13,782-...	E,F,G	A,B,F,G,N
Bastrop, Tex.	...-...	16	4,800-...	5,400-...	B,E,F,G	A,B,E,M
Baxley, Ga.	...-488-33-14-22-29	40	6,000-5,200	6,800-5,600	E,F,G	A,B,C,D,F,G,H,M,N
Bayard v, N.M.	545-224-3-9-20-66	23	6,600-...	7,260-...	E,G	A,D,E,M
Bayport v, Minn.	277-332-26-...-30-42	8	9,120-...	10,252-...	F,G	A,C,E,F,H
Beaver Dam, Ky.	122-110-46-8-37-7	11	6,000-...	8,400-...	E,F,G	A,C,F,M,N
Bedford b, Pa.	210-481-18-17-13-49	16	7,200-...	7,828-...	E,F,G	A,B,C,D,H,N
Belen t, N.M.	864-607-2-35-14-47	56	5,040-...	6,504-...	A,C,E,G,I	A,C,D,E,G,H,L,M,N
Belle Fourche, S.D.	779-645-27-4-11-56	. . .	6,000-...	...-...	E,F,G	A,B,C,D,E,F,G,H,M,N
Belle Meade, Tenn.	350-350-23-...-64-12	14	7,020-...	7,560-...	None	A,B,G,H,M,N
Belleair t, Fla.	666-660-32-4-13-48	49	7,954-...	9,161-...	E,F,G	A,C,D,H,M,N
Belleville, Kan.	530-1,617-31-32-7-28	33	7,000-...	8,000-...	A,E,F,G	A,C,D,E,F,G,N
Bellows Falls v, Vt.	1,003-658-59-1-21-17	16	...-...	...-...	E,G	A,B,C,D,N
Bellport v, N.Y.	504-483-39-48-8-3	15	...-...	...-...	None	A,C,H,M,N
Belmont, N.C.	865-1,033-34-0-29-35	48	6,000-7,200	7,680-8,784	E,F,H	A,B,C,D,F,G,H,M
Beloit, Kan.	246-1,309-9-2-3-84	55	5,472-...	6,000-...	A,E,F,G	A,B,C,E,F,G,H,M,N
Belvedere, Calif.	424-510-72-8-12-6	12	10,860-...	14,400-...	F	A,B,C,D,G,H,N
Berlin b, N.J.	584-309-22-7-5-64	23	8,000-...	...-...	E,F,G	A,D,E,F,G,H,J,M,N
Berwick t, Me.	220-...	8	8,400-...	...-...	E,F,G	A,B,C,D,F,M
Berwyn Heights t, Md.	202-182-45-2-49-1	11	...-...	...-...	None	A,B,C,D,E,H,M,N
Big Stone Gap t, Va.	374-599-11-13-26-48	50	5,642-...	8,450-...	E,F,G	A,B,C,D,E,F,G,H,J,M,N
Birdsboro b, Pa.	272-287-31-11-24-32	15	8,800-...	9,400-...	. . .	A,B,C,D,E,G,H,I,N
Bishop, Calif.	800-854-8-51-14-26	29	9,072-...	10,656-...	E,F,G	A,B,C,G,H,N
Bixby t, Okla.	120-122-1-82-13-1	23	6,000-6,000	7,416-7,416	E,F,I	A,C,D,G,H
Blackshear, Ga.	...-...	2	...-...	...-...	E,H	A,C,F
Blissfield v, Mich.	714-700-33-0-23-43	20	...-...	...-...	E,F,G	A,B,C,D,E,H,L,M,N
Bloomer, Wis.	662-1,427-46-3-15-35	31	9,243-...	11,409-...	B,E,F,G	A,B,C,D,E,F,H,J,M,N,O
Bloomfield, Iowa	861-1,225-13-2-9-74	35	4,800-...	6,098-...	A,D,E,F,G	A,B,C,E,F,M,N
Bloomingdale v, Ill.	630-630-20-15-5-57	37	10,400-...	13,500-...	E,F,G	A,B,G,H,N
Bluffton v, Ohio	1,100-692-9-0-11-77	14	6,300-...	8,000-...	E,F,G	A,B,C,D,F,M,N
Bolivar, Mo.	...-...	8	...-...	...-...	. . .	. . .
Bonner Springs, Kan.	731-...	25	6,480-...	11,556-...	E,F,G	A,B,C,D,E,F,G,H,I,K,L,M,N
Bonners Ferry, Idaho	284-235-21-25-33-19	25	6,720-...	9,600-...	A,E,F,G	A,B,C,D,H,M,N
Booneville, Ark.	145-190-26-...-66-7	12	...-...	...-...	E,G	A,C,E,F,H,J,K,N
Bordentown, N.J.	317-1,113-34-13-14-37	31	6,000-...	10,600-...	E,F,G	A,B,C,D,E,G,H,M,N
Bothell, Wash.	1,282-1,102-15-19-29-36	50	11,352-11,352	11,352-11,352	F,H	A,B,C,D,E,H,M,N
Bottineau, N.D.	100-153-29-6-63-...	23	...-...	...-...	E,F,G	A,C,D,H,M,N
Bowling Green, Mo.	122-140-32-5-26-35	17	6,000-...	6,630-...	E,H	A,B,C,E,F,H
Boxford t, Mass.	2,557-2,938-59-2-17-20	54	...-...	...-...	None	A,B,C,D,E,F,G,H,N
Brackenridge b, Pa.	452-392-19-22-11-46	17	9,450-...	11,500-...	G	A,B,C,H,M,N
Brandon t, Miss.	283-535-9-24-7-57	16	6,300-...	6,900-...	F,G	A,D,E,F,M
Brandon t, Vt.	190-277-52-0-42-4	14	6,760-...	8,500-...	E,F,I	A,B,C,D,E,F,G,H,K,L,N
Breese, Ill.	368-734-6-12-10-70	14	...-...	7,138-...	A,E,F,G	A,C,E,F,H,N
Bremen, Ga.	500-611-19-44-14-21	32	...-...	6,240-5,820	E,F,G	A,D,E,F,H,M,N
Bremen t, Ind.	416-1,252-20-...-7-72	34	...-...	...-...	B,E,G	A,B,C,D,F,M,N
Bridgeport t, W. Va.	500-396-19-18-12-50	46	...-...	...-...	F,G	A,C,D,E,H,N
Bridgewater t, Va.	400-398-13-7-22-56	13	6,600-...	8,550-...	E,F,G	A,B,C,H,M,N
Bridgton t, Me.	950-954-84-6-9-...	16	6,760-...	7,540-...	None	A,B,C,D,F,G,H,N
Brightwaters v, N.Y.	408-389-71-14-11-2	15	...-...	...-...	None	A,B,C,D,E,G,H,M,N
Brisbane, Calif.	702-824-29-33-3-33	28	10,128-10,128	12,192-12,192	H	A,C,D,K,N
Brockway b, Pa.	296-300-21-22-20-35	11	6,500-...	8,300-...	E,F	A,B,C,D,E,N
Broken Bow t, Okla.	...-...	. . .	...-...	...-...	E,F,G	A,B,D,E,F,G,H,L,M,N
Brooksville, Fla.	849-925-22-8-35-34	70	6,600-6,600	7,200-6,600	E,F,G	A,B,C,D,F,H,M,N
Brookville t, Ind.	165-341-43-...-24-31	6	7,000-...	8,000-...	E,G	A,F,M
Brookville b, Pa.	413-619-24-14-11-48	27	6,600-...	7,700-...	E,F,G	A,B,C,H,N
Brownsville b, Pa.	331-307-29-33-36-...	17	...-...	...-...	. . .	A,B,D,E,G,H
Brush, Colo.	559-432-25-...-19-54	33	6,795-...	7,782-...	E,F,G	A,C,D,E,F,H,M,N
Buchanan, Mich.	800-1,057-46-2-19-31	53	8,150-...	10,850-...	E,G	A,B,C,D,E,F,G,H,M,N,O
Buckeye t, Ariz.	597-505-8-19-30-42	30	5,844-...	...-...	E,F,G	A,B,C,E,F,G,H,N
Buffalo v, Minn.	245-2,590-3-0-5-90	85	7,440-...	9,360-...	B,E,F,G	A,B,C,D,E,G,H,J,M,N
Burlington t, Colo.	1,019-1,038-5-28-5-59	29	...-...	...-...	A,E,F,G	A,B,C,D,E,G,H,N
Burlington t, Conn.	1,558-1,525-78-0-9-10	10	...-...	...-...	H	A,B,E,F,H,N
Burlington, Wash.	580-527-16-16-19-46	16	9,264-...	10,620-...	E,F	A,B,C,D,E,F,G,H,L,M,N
Burnet t, Tex.	265-631-8-11-4-74	33	...-...	...-...	B,E,F,G	A,B,C,D,E,F,G,H,M,N,O
Burnham b, Pa.	302-301-9-31-22-36	12	5,200-...	...-...	E,F	A,B,N,O
Buxton t, Me.	740-801-79-8-12-...	1	...-...	...-...	None	A,D,E,H
Cadiz v, Ohio	...-282-14-...-16-69	29	...-...	...-...	E,F,G	A,C,F,J
Calais, Me.	1,273-1,305-71-...-18-10	39	6,500-6,136	7,280-...	E,F	A,B,C,D,E,F,L,M
Caledonia v, Minn.	...-479-25-0-4-69	24	7,200-...	8,864-...	B,E,G	A,C,D,E,H,J

Table 1/15 continued

GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property texes, other taxes, intergovern-mental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
2,500 – 4,999 continued						
Camanche, Iowa	531-1,002-33-0-51-14	9	8,725-...	...-...	E,F,G	A,C,D,E,F,M,N
Cambridge v, Minn.	300-292-7-2-63-26	16	9,000-...	10,000-...	E,F,G	A,8,C,D,G,H,N
Camilla, Ga.	719-1,710-5-4-24-65	65	5,720-6,240	7,540-7,440	8,D,E,F,G	A,B,E,F,G,H,I,M,N
Cape Canaveral, Fla.	646-757-10-26-22-41	36	6,000-...	...-...	E,F	A,C,D,E,G,H,M,N
Cape May, N.J.	1,855-2,172-51-13-16-18	88	...-7,800	...-10,500	E,F,G	A,8,C,D,E,G,H,I,N
Carlisle t, Mass.	1,638-2,593-50-3-46-...	49	9,200-...	...-...	None	A,C,D,E,F,H
Carlisle v, Ohio	150-129-29-21-48-...	5	6,300-...	7,800-...	None	A,8,C,H
Carmel-by-the-Sea, Calif.	1,630-1,486-24-46-12-17	73	9,648-9,648	12,323-12,323	None	A,B,C,E,G,H,N
Carrboro t, N.C.	613-817-26-6-39-27	42	6,516-6,204	8,316-7,920	F,H	A,B,C,D,E,F,G,H,M,N
Carrollton, Ill.	...-205-13-49-33-2	19	4,800-...	...-...	E,F,G	A,B,C,E,F
Carrollton, Ky.	257-314-23-46-30-...	21	...-...	...-...	D,E,G	A,8,F,G,H,I,L,N
Carthage, Ill.	402-400-15-32-28-23	14	6,600-...	7,700-...	E,F,G	A,C,E,G,H,N,O
Castleton t, Vt.	581-517-47-3-36-13	14	7,500-...	9,500-...	E,F	A,B,C,D,F,L,N
Centerville t, Tenn.	119-680-12-11-20-56	28	5,400-...	6,288-...	D,E,F,G	A,C,H,M,N
Central City, Neb.	463-1,438-5-0-7-86	26	6,600-...	...-...	B,D,E,F,G	A,C,D,E,F,G,N
Central Point, Ore.	...-...	31	...-...	...-...	F,H	A,8,C,H,L,N
Chaffee, Mo.	222-170-22-2-15-59	11	6,300-...	...-...	F,G	A,C,D,E,F,G,H,M
Chamberlain, S.D.	424-469-43-1-14-40	21	5,640-...	6,930-...	E,F,G	A,B,C,D,E,F,H,M,N
Chardon v, Ohio	641-657-9-46-4-40	37	9,706-...	12,854-...	E,F,G	A,C,D,F,H,N
Chaska, Minn.	4,000-1,670-32-43-24-...	. . .	9,900-...	11,700-...	B,F,G	A,8,C,D,E,F,H,L,N
Cherryvale, Kan.	787-309-32-...-23-43	26	5,000-5,000	...-...	E,F,G	A,8,C,E,F,G,H,N
Chesaning v, Mich.	243-297-33-19-8-38	11	...-...	...-...	E,F,G	A,C,D,E,H,M,N
Chester t, Conn.	1,335-...	13	...-...	...-...	None	A,8,C,D,E,F,G,H,N
Chittenango v, N.Y.	...-...	. . .	...-...	...-...	E,F,G	A,B,C,G,H,M,N
Choctaw t, Okla.	108-143-1-20-27-51	18	6,600-6,600	...-...	E,F,G	C,F,H,M
Chubbuck, Idaho	310-344-25-2-31-40	11	7,000-...	9,000-...	G	A,8,C,D,H,M,N
Church Hill t, Tenn.	83-33-...-...-100-...	9	4,800-...	5,700-...	E,F	A,8,C,D,E,H
Church Point t, La.	...-504-14-21-36-26	28	4,800-...	...-...	E,F,G	A
Clarksville, Tex.	309-640-13-14-46-25	41	4,680-4,680	5,980-5,460	E,F,G	A,8,G,H,N,O
Claxton, Ga.	...-48-...-...-100-...	28	6,240-8,320	8,580-8,788	D,E,F,G	A,B,C,G,H,M,N
Clayton t, N.M.	553-670-...-18-4-76	52	5,400-5,400	7,272-6,000	A,E,G	A,D,E,F,M,N
Clayton t, N.C.	170-275-23-11-20-44	40	5,824-...	7,800-...	8,E,F,G	A,8,D,E,F,M,N
Clermont, Fla.	635-791-18-10-23-47	69	6,760-...	7,384-...	E,F,G	A,8,C,D,E,F,G,H,M,N
Cleveland, Okla.	268-634-1-55-5-37	35	6,300-6,100	7,800-7,600	D,E,F,G	A,8,C,D,E,F,G,H,M,N
Clewiston, Fla.	670-...	68	7,592-...	...-...	B	A,8,C,D,E,H,M,N
Clive, Iowa	798-800-30-...-2-66	25	6,500-...	...-...	. . .	A,D,H,N
Cobleskill v, N.Y.	359-368-48-...-20-31	21	7,280-...	8,320-...	E,F,G	A,M,N
Colby, Kan.	665-1,655-12-9-7-70	55	...-...	...-...	A,E,F,G	A,8,C,D,E,G,H,I,L,M,N
Coldwater v, Ohio	500-540-12-47-7-32	14	7,800-...	8,200-...	E,F,G	A,8,C,D,E,N
Collegedale, Tenn.	...-...	. . .	...-...	7,500-...	None	A,B,C,D,F,G,H,K,M,N,O
Collegeville b, Pa.	235-233-25-27-12-34	3	9,000-...	11,100-...	F,G	A,C,G,H,M,N
Colleyville, Tex.	...-143-56-23-5-13	12	7,200-8,400	...-...	None	C,H
Columbia City, Ind.	...-615-55-...-26-18	. . .	...-...	...-...	B,E,F,G	A,C,E,F,M,N
Columbiana v, Ohio	606-1,046-5-33-7-53	37	7,500-...	9,027-...	B,E,F,G	A,B,C,D,F,G,H,N
Comanche, Tex.	458-513-22-19-9-49	30	5,700-6,600	6,600-6,600	E,F,H	A,B,C,D,E,F,M
Commerce, Ga.	...-1,486-8-6-5-79	72	...-...	7,800-...	B,D,E,F,H	A,D,E,F,M
Concord tp, Pa.	275-220-29-42-27-...	3	...-...	...-...	None	A,C,D,H
Conover, N.C.	573-649-35-10-24-29	29	6,700-...	6,700-...	E,F,H	A,B,F,H,M,N
Conyers, Ga.	800-1,520-15-4-6-73	101	7,380-6,372	9,888-8,544	E,F,G	A,C,E,F,G,H,I,M,N
Coolidge, Ariz.	600-1,448-6-16-66-10	45	7,440-...	8,772-...	E,F	A,8,C,D,E,G,H,M,N
Cooper City, Fla.	429-335-21-35-33-9	28	9,800-...	10,800-...	None	A,C,D,H
Coquille, Ore.	900-1,033-20-9-41-28	31	...-...	...-...	E,F,G	A,B,C,D,E,G,H,N
Corunna, Mich.	276-426-33-0-45-20	16	...-...	8,700-...	E,F,G	A,B,C,D,E,F,H,N
Cottonwood t, Ariz.	...-321-8-3-79-8	19	6,300-...	9,600-...	None	A,E,F,H
Covington v, Ohio	...-...	. . .	...-...	...-...	E,F,G	A,B,C,H,M,N
Crane, Tex.	...-386-12-3-4-79	20	6,000-...	7,800-...	E,F,G	A,M,N
Crescent City, Calif.	640-654-25-47-27-...	42	8,100-...	10,820-...	E,F,G	A,B,C,D,E,G,H,N
Cresco, Iowa	1,097-1,133-44-15-26-13	25	6,000-...	7,500-...	E,F,G	A,B,C,D,E,G,H,N
Crete v, Ill.	648-572-40-15-23-20	14	9,000-...	11,016-...	E,G	A,E,H
Cumberland t, Me.	452-1,222-94-...-5-0	16	8,200-...	8,600-...	None	A,8,C,D,E,G,H,N
Dade City, Fla.	953-764-18-19-42-19	. . .	7,051-6,385	9,443-8,569	E,F,G	A,C,D,E,F,G,H,M,N
Daingerfield t, Tex.	150-439-12-13-34-39	15	7,200-...	8,400-...	E,F,G	A,E,G,H,M,N,O
Dallas b, Pa.	132-147-29-53-16-...	7	...-...	...-...	. . .	A,B,D,G,H,N
Dallastown b, Pa.	167-178-30-12-16-40	6	8,000-...	12,000-...	F,H	A,B,D,M,N
Dannemora v, N.Y.	149-177-34-14-27-24	5	5,200-...	...-...	E,F,G	A,B,C,D,E,L,N
Danville t, Ind.	259-500-41-10-6-41	28	7,600-...	7,900-...	E,F,G	A,B,C,D,G,H,N
Davie t, Fla.	990-...	. . .	9,860-8,750	10,800-8,750	None	A,B,C,D,G,H
Dawson Springs, Ky.	149-202-12-43-34-8	9	...-...	...-...	F	A,F,M,N
Dayton, Wash.	540-1,478-3-3-7-84	29	7,920-...	10,200-...	E,F,G	A,B,C,E,F,H,M,N,O
De Queen, Ark.	250-901-3-1-13-81	35	6,000-...	7,080-...	D,E,F,G	A,B,C,D,F,G,H,M,N
De Witt, Ark.	377-334-5-34-50-8	14	4,800-...	6,500-...	E,F,G	A,G,H,J,M
Decatur, Tex.	200-372-21-18-8-51	26	...-...	...-...	E,F,G	A,B,C,D,E,M
Deephaven v, Minn.	321-405-43-0-28-27	14	10,791-...	12,720-...	F	A,B,C,D,H,M,N
Del Mar, Calif.	605-1,034-23-24-12-39	25	...-10,452	...-12,688	F,H	A,B,C,G,H,N
Delphi, Ind.	175-189-63-10-26-...	21	7,500-...	8,330-...	E,F,G	A,C,D,E,F,M
Delta v, Ohio	405-585-8-21-7-62	15	...-...	...-...	E,F,G	A,C,D,E,F,G,M,N
Denver City t, Tex.	279-604-33-0-3-63	20	6,000-...	6,945-...	D,E,F,G	A,F,G,H,M,N

Table 1/15 continued

GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
2,500 – 4,999 continued						
Dermott, Ark.	163-158-7-13-79-...	16	6,000-...	...-...	E,F,G	A,D,E,N
Des Moines, Wash.	1,479-1,169-13-7-15-64	30	10,188-...	12,732-...	. . .	A,B,C,G,H,N
Desert Hot Springs, Calif.	607-600-35-17-26-20	17	...-...	...-...	None	A,B,C,D,G,H,L
Desloge, Mo.	130-316-19-19-53-7	9	...-...	...-...	E,F	A,C,E,G
Dexter t, Me.	773-797-82-0-16-...	19	5,460-...	6,760-...	None	A,B,C,D,F,N
Diboll, Tex.	621-486-34-21-18-26	27	6,960-...	7,308-...	E,F,G	A,C,E,G,H,K,L,M
Dimmitt t, Tex.	318-556-29-14-14-42	27	7,200-7,200	8,400-8,400	E,F,G	A,C,M
Dixon, Calif.	700-575-37-19-26-16	26	9,276-9,276	11,292-11,292	E,F,I	A,B,C,D,H,M,N
Dover-Foxcroft t, Me.	600-837-68-12-19-0	25	5,700-...	7,000-...	F	A,B,C,D,E,F,G,H,I,J,L,N
Drew t, Miss.	181-377-15-23-43-17	34	...-...	...-...	F,G	A,C,D,E,F,H,L,M
Dumas, Ark.	...-487-4-47-20-27	34	5,400-...	6,600-...	E,F,G,I	A,C,E,G,H,K
Dupont b, Pa.	...-92-26-48-24-...	8	5,200-...	...-...	None	A,B,C,M
Durand, Mich.	908-870-29-1-33-34	27	8,100-...	10,700-...	E,F,G	A,B,C,D,E,G,H,M,N
Durant t, Miss.	476-278-37-25-36-...	27	6,900-...	7,500-...	B,D,F	A,B,C,E,F,G,H,M,N
Durham t, Conn.	1,379-1,433-88-2-8-0	13	...-...	...-...	None	A,B,C,D,E,F,H,N
Dyer t, Tenn.	...-216-26-7-26-39	19	5,200-5,532	5,720-5,532	E,F,G	A,C,F,H,M,N
East Bethel v, Minn.	172-126-52-...-47-...	1	...-...	...-...	None	A,C,F,G,H
East Conemaugh b, Pa.	110-128-...-26-16-56	12	6,636-...	7,092-...	B,F	A,B,C,M
East Dundee v, Ill.	681-339-16-52-17-13	12	...-...	...-...	E,G	A,H,M,N
East Granby t, Conn.	...-1,634-71-...-24-3	8	...-...	...-...	E,F,I	A,C,D,E,F,H,N
East Millinocket t, Me.	1,134-1,750-64-23-11-...	28	8,500-8,590	...-...	F	A,8,C,D,E,F,M,N
East Petersburg b, Pa.	...-196-27-11-6-54	4	...-...	...-...	. . .	A,B,C,D
East Pittsburgh b, Pa.	466-455-41-43-14-...	24	9,500-...	9,500-...	None	A,D,H,M
East Prairie, Mo.	...-551-9-7-67-14	25	4,800-...	...-...	E,F,G	A,C,D,G,H,I,M,N
Edenton t, N.C.	852-2,054-10-2-12-74	60	6,000-6,000	8,500-8,000	B,E,F,G	A,B,C,D,F,G,H,M,N
Edgerton, Wis.	650-...	29	8,680-8,492	10,859-9,148	E,F,G,I	A,B,C,D,E,F,M,N
Edgewater, Colo.	533-597-6-39-14-39	7	7,116-...	11,568-...	None	A,B,C,D,E,H,L,M,N
Edgewater, Fla.	489-569-21-17-24-35	43	7,000-...	...-...	E,F,G	A,C,E,F,G,H,M,N
Elkhorn, Wis.	787-2,093-51-17-24-6	24	7,380-...	9,624-...	B,E,F,G	A,B,C,D,E,G,H,M,N
Ellenville v, N.Y.	730-998-58-0-9-31	37	7,400-...	10,400-...	E,F,G	A,G,H,I,N
Ellsworth, Me.	1,870-1,441-87-...-8-4	36	6,719-6,408	8,088-7,341	None	A,B,C,D,E,F,H,I,J,K,L,N
Elmsford v, N.Y.	790-855-65-2-8-23	32	...-...	...-...	H	A,D,G,H,L,M,N
Elmwood Place v, Ohio	538-538-9-52-29-8	20	9,725-10,582	...-...	None	A,C,D,M
Emmetsburg, Iowa	856-374-54-0-38-6	12	5,400-...	7,200-...	D,E,F,G	A,B,C,D,E,G,H,M,N
Enumclaw, Wash.	1,600-2,118-6-9-10-73	43	8,515-...	10,291-...	D,E,F,G	A,C,D,E,F,H,M,N
Erwin t, N.C.	329-496-39-0-38-20	25	...-...	7,560-...	F,H	A,B,C,D,E,H,M,N
Essexville, Mich.	549-404-44-...-55-...	25	9,670-9,670	10,250-10,250	E,G	A,H,M,N
Eunice, N.M.	...-171-22-77-...-...	25	9,000-...	...-...	E,F,G	A,C,E,F,J
Eureka, Ill.	...-511-20-24-16-39	16	10,000-...	14,000-...	E,F,G	A,B,C,D,E,G,N
Eureka, Kan.	453-434-17-32-17-32	40	5,676-...	...-...	E,F,G	A,B,C,D,E,F,G,H,N
Evans, Colo.	750-527-12-6-4-75	15	7,320-...	10,080-...	H	A,B,C,D,F,G,H,M,N
Excelsior v, Minn.	246-588-16-38-10-34	17	...-...	...-...	F,G	A,C,D,F,H,M,N
Exeter, Calif.	479-601-18-20-10-50	33	7,824-8,244	9,096-9,480	E,F,G	A,B,C,D,G,H,M,N
Fairbury, Ill.	418-364-21-49-...-28	15	...-...	...-...	E,G	A,B,C,E,M,N
Fairfax v, Ohio	514-457-27-54-16-0	14	...-...	...-...	None	A,B,D,G,H,M,N
Fairport v, Ohio	150-279-28-2-20-48	26	6,780-...	7,900-...	E,F,G	A,C,D,E,N
Falmouth, Ky.	...-427-7-1-2-87	. . .	...-...	...-...	B,E,F,G	A,H,M,N
Farmville t, Va.	656-985-16-26-26-30	. . .	...-...	...-...	E,F,G	A,F,H,M,N
Fayette, Ala.	727-727-8-45-26-19	41	...-...	...-...	D,F,G,I	A,B,D,E,F,G,H,M,N
Flat River, Mo.	791-1,127-18-17-14-49	38	6,500-5,200	7,532-5,968	E,F,G	A,B,C,D,E,F,L,M,N
Fleetwood b, Pa.	288-471-11-30-14-43	9	7,500-...	8,200-...	E,F,G	A,B,C,D,G,H,N
Floydada t, Tex.	950-1,002-9-2-5-82	31	...-...	6,600-...	A,E,F,G	A,C,G,H,I,M,O
Follansbee, W. Va.	268-512-14-18-29-37	24	7,500-...	8,100-...	E,F	A,B,C,D,G,M,N
Forest Hills, Tenn.	...-187-...-78-17-4	1	...-...	...-...	None	A,B
Forest Lake v, Minn.	322-356-54-5-7-32	15	9,216-...	12,096-...	F,G	A,B,C,D,E,H,N
Fort Bragg, Calif.	1,059-868-45-4-23-26	. . .	9,000-...	11,000-...	E,F,G	A,B,C,G,H,N
Fort Branch t, Ind.	127-229-25-...-29-45	12	6,300-...	6,960-...	E,F,G	A,B,C
Fort Meade, Fla.	730-1,696-3-5-20-70	61	6,360-...	7,704-...	B,D,E,F,G,I	A,B,C,D,E,F,H,M,N,O
Fort Shawnee v, Ohio	164-164-10-...-67-21	5	...-...	...-...	None	A,B,N
Ft. Wright-Lookout Hts, Ky.	...-207-33-24-15-25	2	...-...	...-...	. . .	A,D,H,M
Fox Chapel b, Pa.	925-813-44-33-7-15	25	10,680-...	11,880-...	F	A,B,C,H,M,N
Frankenmuth, Mich.	550-984-28-...-10-60	22	9,500-...	10,400-...	E,F,G	A,B,C,D,E,G,H,M,N
Franklin v, Mich.	210-...	8	11,000-...	13,000-...	. . .	A,B,E,H,M
Franklin b, N.J.	1,402-1,402-73-26-...-...	23	7,800-...	9,700-...	E	A,B,C,D,E,G,H,M
Fredericktown, Mo.	...-802-9-3-11-75	30	5,712-...	...-...	B,E,G	A,B,C,G,H,M
Freedom b, Pa.	...-147-24-26-27-20	4	...-...	...-...	F	A,B,E,G,H,M,N
Friona, Tex.	407-413-32-15-2-49	22	6,000-...	6,300-...	E,F,G	A,C,E,F,G,H,M
Galena, Ill.	646-612-28-24-21-26	24	6,032-...	8,628-...	E,F,G	A,C,D,E,H,J,M,N
Garner t, N.C.	1,755-984-27-22-11-38	46	7,567-...	9,658-...	F,G	A,B,C,D,E,G,H,M,N
Garnett, Kan.	680-1,039-12-1-5-79	45	6,516-...	7,920-...	A,D,E,F,G	A,B,C,D,E,F,G,H,N
Gaylord, Mich.	530-417-46-...-30-23	22	7,500-...	7,957-...	E,F,G	A,B,C,D,E,F,N
Geistown b, Pa.	189-219-33-26-21-18	8	6,500-...	...-...	None	A,B,C,D,E,M,N
Germantown v, Ohio	425-507-12-23-17-46	18	6,945-...	10,261-...	E,F,G	A,B,C,D,F,G,H,M,N
Gilmer, Tex.	449-579-19-29-11-38	34	5,280-5,280	6,780-...	E,F,G	A,B,C,E,F,H,M,N
Glennville, Ga.	...-728-5-18-61-14	21	5,400-4,920	7,320-5,760	E,F,G	A,D,F,M,N
Glenwood, Minn.	521-1,498-10-44-7-37	16	7,800-...	10,000-4,160	E,F,G	A,B,C,D,E,H,J,N
Glenwood Springs, Colo.	1,152-1,541-4-22-1-70	61	8,460-...	10,260-...	B,E,F,G	A,B,C,D,F,H,M

Table 1/15 continued GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
2,500 – 4,999 continued						
Golden Meadow t, La.	...-266-24-12-23-39	27	...-...	...-...	D	M
Gonzales, Calif.	912-372-24-14-28-33	13	...-...	...-...	E,F,G	A,C,D,G,H,M,N
Gooding, Idaho	296-461-19-27-19-33	23	6,000-...	6,720-...	E,F,G	A,8,C,D,E,M
Goodlettsville, Tenn.	1,320-586-6-61-28-3	15	7,000-...	...-...	F	A,C,D,H,M,N
Gordon t, Ga.	252-247-24-17-22-35	13	5,646-...	5,846-...	E,F,G	A,B,C,E,F,M,N
Goshen v, N.Y.	520-644-60-...-11-28	18	7,916-...	9,711-...	E,G	A,B,C,D,E,H,M,N
Gramercy t, La.	214-...	. . .	6,000-...	...-...	H	A,M,N
Grandview, Wash.	984-909-12-10-25-52	26	7,440-...	9,144-...	E,F,G	A,B,C,D,E,F,H,M,N
Grantsville, Utah	222-209-30-11-19-38	14	...-...	...-...	F,G	A,8,C,D,F,M
Granville v, Ohio	370-561-3-19-7-70	17	7,350-...	8,925-...	E,F,G	A,B,C,D,N
Graysville, Ala.	321-321-5-7-23-64	40	...-...	...-...	D,H	A,B,C,D,H,M,N
Great Falls t, S.C.	198-511-20-3-69-6	19	6,600-6,420	7,260-7,621	E,F	D,M
Green Cove Springs, Fla.	600-1,249-6-1-14-77	72	6,000-...	8,500-...	B,E,F,G	A,C,D,G,H,K,L,M,N
Green River t, Wyo.	730-720-8-45-4-42	18	7,200-...	9,000-...	E,F	A,C,D,F,H,M,N
Green Rock, Ill.	...-102-14-18-35-31	. . .	...-...	...-...	H	A,8,C,D,G,H,N
Greenfield, Calif.	482-312-13-13-37-35	13	8,148-...	9,912-...	E,F,G	A,C,D,G,H,I,M
Greensboro, Ga.	250-1,639-2-4-63-28	20	5,980-...	7,540-...	D,E,F,G	A,8,E,F,M,N
Greenville, Ill.	332-795-19-20-21-38	26	7,000-...	9,000-...	E,F,G	A,8,D,E,F,G,H,N
Greenwood Village, Colo.	654-526-43-36-12-7	23	8,280-...	10,944-...	None	A,B,C,D,G,H
Gulf Breeze, Fla.	405-589-...-14-14-71	27	6,984-...	8,928-...	D,E,F,G	A,8,C,D,G,H,M,N
Gunnison t, Colo.	525-1,594-4-12-7-75	59	6,600-...	7,500-...	8,E,F,G	A,8,C,D,H,L,M,N,O
Gurnee v, Ill.	927-1,111-14-20-10-54	22	8,600-...	10,600-...	F,G	A,8,G,H,N
Gustine, Calif.	524-519-27-12-20-39	21	7,620-...	9,120-...	E,F,G	A,8,C,D,E,G,H,M,N
Haleyville, Ala.	802-1,048-5-49-33-10	60	7,245-...	...-...	E,F,G	A,8,C,D,E,F,G,H,M
Hallettsville, Tex.	395-776-6-8-20-64	33	5,600-...	7,200-...	8,E,F,G	A,8,C,D,E,F,G,H,M,N,O
Hallowell, Me.	572-570-70-12-17-...	12	6,240-...	7,020-...	H	A,8,C,D,E,F,G,H,L,N
Hamburg, Ark.	245-318-30-1-41-26	11	...-...	...-...	E,F	A,8
Hamilton, Ill.	224-218-22-21-34-21	7	...-...	...-...	E,F,G	A,B,C,D,E,F,G,H
Hamlet t, N.C.	709-869-20-1-37-40	80	6,600-6,300	8,600-7,400	E,F,G	A,B,C,D,E,F,G,H,M,N
Hamlin, Tex.	...-292-22-0-10-66	24	...-...	...-...	E,F,G	A,8,C,D,M,N
Hampton, Iowa	...-901-37-33-17-11	33	7,680-...	8,600-...	E,G	A,C,D,E,F,H,N
Hardin, Mont.	...-...	10	...-...	...-...	E,F,G	A,B,C,D,G,H,M,N
Harker Heights, Tex.	400-400-16-35-9-39	32	6,300-4,800	7,200-5,700	. . .	A,C,D,G,H,M,N
Harris tp, Pa.	152-228-8-31-35-24	6	...-...	...-...	G	A,8,C,N
Hartford, Mich.	357-...	15	...-...	...-...	E,G	A,C,G,H,N
Harwinton t, Conn.	...-1,405-89-6-4-...	13	...-...	...-...	None	A,8,D,E,H,N
Hawarden, Iowa	650-1,092-11-13-12-62	24	...-...	8,528-...	A,D,E,F,G	A,B,C,D,E,F,J,M,N
Hayti, Mo.	230-...	52	5,244-5,532	5,244-...	G	A,C,E,F,G,H,J,L,M
Hazlehurst, Ga.	438-584-25-14-16-43	43	5,990-5,760	6,490-5,760	E,G	A,B,E,F,H,M,N
Henderson, Tenn.	480-740-10-11-20-57	. . .	6,000-5,700	7,080-6,336	D,E,G	A,E,F,H,M,N
Herington, Kan.	725-1,005-22-19-5-52	. . .	5,760-5,220	7,344-6,660	A,E,F,G	A,C,D,E,F,J,M,N
Hermiston, Ore.	573-771-36-5-25-31	39	6,408-...	7,908-...	E,F,G	A,B,C,D,E,G,H,N
Herndon t, Va.	1,100-499-34-37-27-...	74	10,462-...	16,224-...	E,F,H	A,H,M,N
Hiawatha, Kan.	...-969-22-...-7-70	29	6,900-...	8,220-...	E,F,G	A,B,C,D,E,F,G,H,J,N
Hickman, Ky.	140-650-4-14-2-78	21	5,600-5,600	6,300-6,300	. . .	. . .
High Bridge b, N.J.	294-1,123-81-1-1-16	10	9,500-...	...-...	F,G	A,8,E,G,H,M,N
High Springs, Fla.	503-488-10-27-33-29	20	6,749-...	...-...	G	A,8,C,D,E,F,G,H,M
Hillsboro, Ill.	...-...	31	...-...	...-...	. . .	. . .
Hillsdale v, Mo.	153-154-13-12-48-25	9	6,240-...	8,100-...	. . .	A,G,H,M
Hinton, W. Va.	255-334-24-17-24-33	27	4,500-6,620	...-6,620	E	A,B,C,D,M,N
Hodgenville, Ky.	...-221-16-9-19-54	15	...-...	...-...	E,F,G	A,8,F,G,H
Hohenwald, Tenn.	900-534-15-1-13-68	36	...-...	...-...	C,E,F,G	A,B,C,F,G,H,M
Hohokus b, N.J.	1,088-1,034-66-0-15-18	26	9,000-...	13,500-...	F,G	A,C,E,H,N
Hoisington, Kan.	788-851-20-3-12-64	36	4,800-...	6,600-...	A,E,G	A,C,E,F,H,M,N
Holly v, Mich.	380-951-27-46-6-20	25	10,400-...	...-...	E,F,G	A,8,C,D,F,G,H,L,M,N
Holtville, Calif.	713-646-27-9-17-46	34	...-...	...-...	E,F,G	A,C,H,M
Homer v, N.Y.	405-859-22-18-22-37	22	7,200-...	...-...	F,G	A,B,C,D,F,G,H,M,N
Homerville, Ga.	...-312-13-15-26-44	16	6,000-...	...-...	E,F,G	A,E,M,N
Hood River, Ore.	626-753-30-4-27-37	32	7,200-7,200	8,964-8,964	E,F,G	A,B,C,H,N,O
Hooks t, Tex.	...-...	6	...-...	...-...	H	A,M
Hopkinton t, N.H.	...-286-26-24-49-...	11	6,800-6,600	8,580-8,350	. . .	A,B,C,D,E,F,L,N
Horicon, Wis.	861-770-30-16-35-17	23	8,904-...	10,104-...	E,F,G	A,B,C,D,E,H,L,M,N
Howard v, Wis.	2,090-1,475-71-1-26-...	6	...-...	...-...	F,G	A,8,C,D,G,H,N
Hudson, Mich.	216-489-20-42-17-19	25	7,500-...	8,500-...	E,F,G	A,C,E,F,H,J,M,N
Hudsonville, Mich.	435-447-25-0-50-22	9	...-...	...-...	. . .	. . .
Hugoton, Kan.	398-1,118-14-1-3-79	52	5,700-...	12,000-...	A,E,F,G	A,B,C,G,H,M,N
Hunters Creek Village, Tex.	...-278-82-7-5-4	2	10,200-...	...-...	None	A,D,H,M
Huntingdon t, Tenn.	...-731-15-18-28-38	48	5,280-4,500	6,600-6,600	E,F,G	A,B,D,F,G,H,M,N
Imperial, Calif.	650-505-21-20-37-19	37	7,560-...	9,036-...	E,F,G	A,B,C,D,E,M,N
Independence, Ore.	405-405-18-2-35-43	13	8,544-...	10,620-...	E,F	A,C,E,G,H,N
Indian Rocks Beach, Fla.	243-294-1-36-23-37	23	7,260-...	7,987-...	. . .	A,B,C,G,H,N
Ingleside, Tex.	...-394-16-10-9-63	27	6,900-...	...-...	E,F,H	A,B,C,E,G,H,M,N
Ingram b, Pa.	344-341-46-30-18-5	14	9,718-...	9,718-...	. . .	A,C,M,N
Iron River, Mich.	611-616-27-4-42-25	28	...-...	8,000-7,000	E,F,G	A,8,C,D,E,F,G,H,M,N
Irvine, Ky.	122-115-41-19-31-7	19	4,410-3,780	...-...	H	A,C,M
Jackson, Ga.	...-1,246-10-7-7-74	59	7,475-...	8,828-...	B,D,E,F,G	A,B,D,E,F,L,M,N
Jackson t, La.	126-208-3-18-14-63	12	6,000-...	7,200-...	D,E,F,G	A,B,D,M

Table 1/15 continued GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
2,500 – 4,999 continued						
Jackson, Minn.	1,127-2,169-10-...-9-80	33	8,400-...	9,060-...	A,E,F,G,I	A,B,C,D,E,H,I,J,N
Jefferson, Iowa	974-954-30-0-19-49	21	6,000-...	9,120-...	E,F,G	A,B,C,D,E,F,G,H,N
Jefferson v, Ohio	563-522-8-15-10-65	29	6,635-...	7,508-...	E,F,G	A,C,D,G,H,M,N
Jefferson, Tex.	...-221-24-23-10-41	18	7,200-...	8,400-...	E,F,G	A,B,F
Johnsonburg b, Pa.	265-280-32-14-52-...	16	6,800-...	7,400-...	None	A,B,C,D,E,G,H,N
Johnston t, S.C.	...-194-34-15-49-...	16	6,500-...	7,280-...	None	D,E,F,M,N
Kaufman, Tex.	110-497-31-15-7-45	23	6,000-...	7,200-...	E,F,G	A,B,C,G,H,N
Kearny t, Ariz.	278-230-25-10-47-16	15	7,825-...	10,765-...	None	A,B,C,D,E,G,H,M
Keego Harbor, Mich.	341-357-48-1-39-11	10	9,200-...	11,000-...	None	A,B,C,D,E,G,H,M,N
Kenai, Alaska	1,700-1,272-35-16-20-27	53	12,420-11,928	...-...	E,F,G	A,B,C,D,E,G,H,L
Kenedy, Tex.	171-376-20-20-13-46	24	6,000-...	...-...	E,F,G	A,B,C,D,E,H,M,N
Kenilworth v, Ill.	608-629-52-19-5-22	24	11,904-...	14,904-...	F,G	A,G,H,M,N
Kennedale t, Tex.	736-250-29-21-7-42	14	5,400-...	6,900-...	E,F,G	A,H,M,O
Kennesaw, Ga.	...-342-16-20-11-51	32	7,200-...	7,200-...	None	A,C,F,M
Kennett Square b, Pa.	531-474-26-15-6-51	22	...-...	...-...	E,F,G	A,B,C,D,E,G,H,M,N
Kerman, Calif.	510-524-9-20-26-43	18	7,224-...	8,724-...	E,F,G	A,B,C,D,G,H,M,N
Kernersville t, N.C.	1,076-955-45-2-23-27	55	6,500-8,200	8,800-...	E,F,G	A,B,G,H,M,N
Kewaunee, Wis.	697-957-72-0-18-8	21	...-...	7,734-...	E,G	A,B,C,D,E,F,H,J,M,N
Kingfisher, Okla.	357-1,021-0-11-16-71	56	6,000-6,000	8,700-7,800	A,E,F,G	A,C,E,F,G,H,M,N
Kingston t, Tenn.	340-487-19-16-17-46	31	5,856-5,856	...-...	E,F,G	A,B,C,D,E,F,H,M,N
Kingstree, S.C.	500-500-33-14-28-23	47	...-...	...-...	E,F,G	A,C,D,E,G,H,M,N
Kingwood t, W. Va.	166-201-18-16-28-37	17	5,400-...	6,000-...	F,G	A,B,C,D,E,F,H,M,N
Kirby, Tex.	...-235-43-8-14-32	16	7,200-6,000	8,400-7,200	F,G	A,B,C
Kodiak, Alaska	5,172-6,252-11-22-51-14	85	12,650-12,650	16,125-16,125	E,F,G,I	A,B,C,D,E,F,G,H,J,L,M,N
L'Anse v, Mich.	476-881-26-...-20-53	8	...-...	10,219-...	B,E,F,G	A,B,C,D,F,G,H,I,M,N
La Crescent v, Minn.	212-278-44-4-32-18	8	...-...	8,580-...	E,F,G	A,B,C,D,H,M,N
La Feria, Tex.	135-191-25-10-19-44	26	4,800-...	7,500-...	E,F,G	A,B,C,E,G,H,M,N
La Vista, Neb.	1,612-611-26-6-48-17	33	7,812-...	9,720-...	E,F	A,C,E,N
Lacy-Lakeview, Tex.	389-368-12-18-8-60	16	6,756-...	7,224-...	F,G	A,B,C,H,M,N
Ladysmith, Wis.	500-485-18-23-55-2	25	...-...	...-...	E,F,G	A,B,C,E,F,G,H,I,M,N
Lake Alfred, Fla.	700-700-16-1-22-59	37	6,900-...	7,600-...	E,F,G	A,B,C,D,E,F,G,H,M,N
Lake Arthur t, La.	147-325-4-40-26-27	19	4,394-...	5,700-...	E,G	A,B,C,D,M,N
Lake City, Minn.	228-1,879-7-5-30-56	34	8,892-...	11,316-...	B,E,F,G	A,B,C,D,E,J,N
Lake Elmo v, Minn.	215-218-46-30-16-7	3	...-...	...-...	G	A,B,C,H
Lake Geneva, Wis.	1,059-890-37-16-5-40	36	9,108-...	9,984-...	E,F,G	A,B,C,D,E,F,H,M,N
Lake in the Hills v, Ill.	...-...	6	7,500-...	10,000-...	None	A,C,G,H
Lake Orion v, Mich.	353-414-34-4-23-37	18	10,396-...	11,733-...	G	A,C,H,N
Lake Success v, N.Y.	1,589-1,597-53-1-2-41	42	11,447-...	16,410-...	F	A,B,C,D,H,M,N,O
Lakeview t, Ore.	54-476-32-5-27-33	21	8,484-8,916	9,768-8,916	E,F,G	A,C,D,E,G,H,K,M,N
Lancaster t, N.H.	485-260-...-5-80-13	20	6,800-...	7,900-...	E,F,G	A,B,C,D,E,H,N
Las Animas, Colo.	...-719-74-0-3-21	30	5,845-...	7,259-...	A,E,F,G	A,B,C,D,E,G,H,M
Lathrup Village, Mich.	652-817-37-2-26-33	19	12,390-...	14,450-...	F,H	A,B,C,D,E,H,L,M,N,O
Lauderdale-by-the-Sea t, Fla.	619-631-42-8-16-33	. . .	...-...	...-...	None	A,C,D,H,M,N,O
Laurium v, Mich.	386-369-27-21-41-10	14	6,800-...	...-...	F	A,C,D,H,M,N
Le Claire t, Iowa	262-489-24-9-13-52	9	7,400-...	9,998-...	E,F,G	A,C,D,E,F,G,H,L,M,N
Lebanon t, Conn.	497-1,190-86-...-2-10	12	...-...	...-...	None	A,B,D,E,F,H,L,N,O
Leesburg t, Va.	771-1,561-19-14-15-51	51	8,250-...	11,300-...	E,F,G	A,B,C,E,H,M,N
Leitchfield, Ky.	336-136-20-18-...-60	29	6,000-...	...-...	D,E,F,G	A,B,C,M,N
Lemoyne b, Pa.	332-142-83-...-16-...	19	...-...	...-...	E,F	A,B,C,M
Lewes t, Del.	325-106-58-0-41-...	15	6,500-...	...-...	E,F,G	A,B,C,D,E,H,M,N
Lewiston v, N.Y.	...-563-39-1-11-47	3	...-...	...-...	E,H	A,B,C,D,E,F,G,H,M,N,O
Lexington v, Ohio	287-433-7-41-21-30	10	6,500-...	10,000-...	E,F,G	A,B,C,D,E,F,G,N
Liberty v, N.Y.	958-1,124-61-0-13-23	44	8,100-...	9,900-...	E,F,G	A,B,C,D,G,H,I,M,N
Liberty t, S.C.	400-445-30-9-16-43	30	9,000-8,000	9,000-8,000	E,F,G	A,D,F,H,M
Lincoln t, Me.	337-1,617-79-5-13-1	26	4,784-8,299	7,158-9,565	None	A,B,C,D,E,F,G,H,J,L,N
Lincoln City, Ore.	1,500-1,099-37-12-20-29	50	7,632-...	10,680-...	E,F,G	A,B,C,E,H,L,N
Lincolnshire v, Ill.	343-564-...-5-16-78	16	...-...	...-...	E,F,G	A,B,C,H,N
Linden t, Ala.	242-776-2-20-16-59	29	5,700-...	7,200-7,200	D,F,G	A,B,C,D,G,H,M,N
Lindsay, Okla.	300-1,277-...-6-50-43	55	...-...	...-...	A,F,G	A,C,E,F,J,L,M
Live Oak, Tex.	212-...	12	7,200-6,000	8,400-7,200	F,G	A,B,C,G,H,M,N
Livermore Falls t, Me.	716-666-91-...-8-...	24	7,600-...	8,300-...	None	A,B,C,D,F,N
Livingston, Ala.	350-1,342-2-13-8-76	54	6,000-...	9,000-...	D,E,F,G	A,B,C,D,E,F,G,H,I,J,L,M,N
Longview t, N.C.	1,541-1,146-29-0-70-...	33	6,825-6,825	7,508-7,508	E,G	A,B,H,M
Loudon t, Tenn.	460-387-23-24-50-1	32	6,370-5,490	8,008-6,313	B,D,E,F,G	A,B,C,D,E,G,H,I,M,N
Louisburg t, N.C.	342-889-7-4-12-75	44	5,980-5,980	7,540-7,540	B,E,F,G	A,B,D,F,G,H,L,M,N
Louisiana, Mo.	260-138-40-8-15-34	27	...-...	...-...	E,F,G	A,B,C,D,E,F,G,H,J,K,M,N
Louisville, Ga.	300-344-27-18-23-30	34	5,720-...	...-...	D,E,F,G	A,B,C,D,F,H,M,N
Lowell t, Ind.	413-799-33-11-15-39	22	8,400-...	9,000-...	E,F,G	A,B,C,D,G,H,N
Lowell, Mich.	451-1,851-12-...-38-50	19	8,500-...	11,000-...	A,E,F,G	A,C,E,F,G,H,M,N
Luray t, Va.	540-309-32-10-15-41	32	7,025-...	7,385-...	E,F,G	A,B,C,D,E,M
Luverne, Minn.	2,573-1,782-8-0-11-79	44	6,572-...	9,464-...	A,E,F,G	A,C,D,E,H,I,J,M,N
Lynn Haven, Fla.	433-583-10-2-44-42	29	7,280-6,500	8,060-8,060	E,F,G	A,B,C,D,E,F,G,H,M,N
McAdoo b, Pa.	142-142-26-35-37-...	7	6,000-...	7,200-...	None	A,B,C,D,E,G,H,L,M,N
McMechen t, W. Va.	100-102-15-45-...-39	11	6,000-...	6,960-...	E,G	A,B,C,E,F,G,H,M,N
Madeira Beach, Fla.	1,318-1,318-14-58-19-7	58	8,034-7,046	10,082-8,684	F	C,D,E,M,N
Madison, Ga.	320-304-43-19-28-8	42	7,560-...	9,765-5,040	D,E,F,G	A,B,C,D,E,F,G,H,M,N
Madison t, Me.	701-700-85-...-14-...	18	6,500-...	...-...	A	A,B,D,E,F,H,N

Table 1/15 continued

GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
2,500 – 4,999 continued						
Mahtomedi v, Minn.	...-...	. . .	...-...	...-...	F,G	A,C,D,G,H,N
Manchester, Iowa	1,119-684-42-21-25-10	29	7,966-...	...-...	E,F,G	A,C,D,E,G,H,M,N
Manchester t, Vt.	505-654-49-27-19-3	24	7,540-...	9,360-...	E,F	A,B,C,F,N
Manitou Springs, Colo.	831-763-19-29-20-30	31	7,020-...	8,400-...	F,G	A,B,C,D,E,F,G,H,N
Marceline, Mo.	254-231-8-27-19-45	39	5,000-...	6,000-...	A,E,F,G	A,8,C,D,E,F,G,H,M,N
Marfa, Tex.	355-355-17-12-11-58	33	7,200-...	...-...	E,F,G	A,8,C,D,E,M,O
Mariemont v, Ohio	478-520-34-34-19-11	22	9,700-9,350	11,400-11,000	None	A,B,C,D,H,M,N
Marine City, Mich.	698-848-29-0-31-38	31	...-...	...-...	. . .	. . .
Marion, Ala.	500-610-3-32-40-23	24	5,532-...	7,068-...	F,G	A,8,C,D,E,F,G,H,I,K,L,M,N,O
Marion t, Mass.	2,127-2,350-75-...-11-13	55	6,864-5,400	11,024-5,400	E,F,G	A,8,C,D,E,F,G,H,L,M,N
Marshfield, Mo.	250-250-28-4-23-44	12	6,000-...	6,720-...	E,F,G	A,8,C,D,F,G,H
Marysville, Kan.	...-561-36-4-14-44	23	...-...	...-...	E,F,G	A,B,C,D,E,F,G,H,N
Marysville, Wash.	450-597-25-13-27-33	43	10,028-...	...-...	E,F,G	A,8,C,E,H,M,N
Mattapoisett t, Mass.	3,509-2,806-75-7-13-4	86	7,665-...	10,187-...	G	A,8,C,D,E,F,H,I,L,M,N
Mauston, Wis.	...-479-35-...-41-23	24	6,900-...	7,440-...	E,F,G	A,8,C,D,E,M,N
Mayville, N.D.	215-154-22-1-25-49	7	7,800-...	...-...	E,F,G	A,C,D,E,F,H,I,J,K,L,M,N
Medical Lake t, Wash.	394-306-9-3-56-29	10	7,220-...	7,220-...	E,H	A,C,D,E,H,M,N
Memphis, Tex.	267-238-27-43-23-5	16	...-...	6,300-6,240	None	A,C,E,F,G,H,I,M
Mendham b, N.J.	826-688-...-15-5-78	26	...-...	...-...	E,F,G	A,8,C,D
Meredith t, N.H.	727-1,457-77-17-6-...	30	7,540-...	8,840-...	E,F,G	A,8,C,D,E,F,H,K,M,N
Meridian, Idaho	244-422-23-5-14-56	13	6,000-...	...-...	E,F,G	C,D,E,H
Metter, Ga.	213-318-23-21-29-25	25	5,366-...	...-...	F,G	A,C,D,M,N,O
Mexico t, Me.	530-625-72-...-27-...	18	7,228-8,736	7,332-8,736	None	A,B,C,D,F,G,H
Meyersdale b, Pa.	117-206-12-21-39-25	9	7,000-...	7,500-...	E	A,B,E,F,G,H,J,L,M,N
Milford v, Mich.	850-1,826-23-0-14-61	28	10,352-...	12,761-...	E,F,G	A,C,D,G,H,M,N
Milford v, Ohio	534-749-13-22-12-51	27	8,403-...	9,136-...	E,F,G	A,C,M,N
Milton t, Wash.	480-...	. . .	...-...	...-...	8,F,G	A,8,C,E,G,H,N
Milton-Freewater, Ore.	828-935-10-...-...-89	53	7,860-...	9,780-...	B,E,F,G	A,8,C,D,E,H,L,M,N
Minnetrista v, Minn.	243-275-38-36-23-0	6	...-...	...-...	F,G	A,D,G,H
Mission Hills, Kan.	411-922-...-2-36-61	2	...-...	...-...	None	A,8,C,H,M,N
Missouri City, Tex.	510-563-45-35-6-11	37	8,400-7,200	10,800-9,600	None	A,B,G,H,N
Missouri Valley, Iowa	383-425-31-2-36-29	13	...-...	...-...	E,F,G	A,8,C,E,F,G,H,N
Moab, Utah	381-515-17-13-19-49	20	6,600-...	9,600-...	E,F,G	A,C,G,H,M,N
Monte Vista, Colo.	450-503-14-27-10-46	30	6,300-...	7,140-...	F,G	A,B,C,D,E,G,H,J,M,N
Montevallo t, Ala.	201-763-1-12-38-47	. . .	6,300-...	8,400-...	D,E,F,G	A,8,C,D,E,F,H,M,N
Montezuma, Ga.	...-951-16-27-13-42	63	...-...	...-...	D,E,F,G	A,C,D,E,F,G,H,M,N
Montgomery t, W. Va.	250-488-9-21-22-46	24	6,300-6,300	6,900-6,900	E,F	A,8,C,D,G,H,M,N
Monticello, Ill.	625-952-36-20-13-29	26	7,620-...	8,904-...	E,G	A,8,C,D,H,N,O
Monticello, Ind.	606-853-38-11-10-40	58	7,450-7,450	...-...	E,G	A,C,F,H,M
Monticello, Iowa	...-586-33-21-23-22	22	7,200-...	...-...	E,G	A,B,C,E,F,H,J,L,M,N
Mora v, Minn.	268-370-13-23-35-26	30	...-...	10,500-...	A,E,F,G	A,8,C,D,E,F,G,H,I,J,L,M,N,O
Moreland Hills v, Ohio	410-443-37-28-7-25	18	10,200-...	12,000-...	E,H	A,D,E,F,G,H,M,N
Morrison, Ill.	184-485-18-29-17-34	16	...-...	7,958-...	E,F,G	A,8,C,E,F,M,N
Mount Carmel t, Tenn.	...-...	. . .	...-...	6,600-...	. . .	A,B,C,D,E,F
Mount Morris v, Ill.	243-386-27-19-10-42	12	9,000-...	9,600-...	E,F,G	A,8,C,D,E,H,M,N
Mount Morris, Mich.	648-582-22-...-21-56	18	9,600-...	11,000-...	H,I	A,8,C,E,F,G,H,M,N
Mountain Grove, Mo.	96-272-21-41-...-36	21	...-...	...-...	E,F,G	A,B,C,H
Mountain Lakes b, N.J.	750-3,551-92-0-4-2	40	8,000-8,500	11,000-12,300	G	A,B,C,D,E,H,N,O
Mulberry, Fla.	405-489-16-15-36-31	25	6,530-...	7,480-...	E,F,G	A,B,C,D,E,G,H,M,N
Muleshoe t, Tex.	300-544-13-22-18-46	29	...-...	...-...	E,F,G	A,C,D,E,H,M,N
Munising, Mich.	234-725-31-1-42-24	40	8,812-9,041	9,412-9,624	E,F,G	A,B,C,D,F,G,H,I,L,M,N
Nappanee, Ind.	481-569-45-4-35-14	23	7,843-...	8,291-...	E,F,G	A,C,D,M,N
Nashville, Ark.	220-492-5-3-29-61	24	5,100-...	6,240-...	E,F,G	A,B,E,G,H,M,N
Needles, Calif.	870-1,122-18-23-13-44	62	7,700-...	9,600-...	E,F,G	A,8,C,D,G,H,J,M,N
Neodesha, Kan.	296-1,114-12-2-4-80	64	...-5,548	5,972-5,840	A,D,E,F,G	A,C,D,E,F,G,H,I,M,N
New Buffalo, Mich.	389-517-34-...-33-32	16	8,000-7,280	9,500-...	E,F,G	A,8,C,E,F,G,H,M,N
New Gloucester t, Me.	465-465-70-11-16-1	9	...-4,500	...-6,240	None	A,B,C,D,E,F
New Holstein, Wis.	779-1,904-11-0-39-48	25	8,412-...	9,600-...	B,E,F,G	A,8,C,D,E,G,H,L,M,N
New Lenox v, Ill.	755-513-11-30-10-46	13	9,900-...	11,500-...	E,F,G	A,8,H,M,N
New Whiteland t, Ind.	110-...	16	7,644-...	...-...	E,G	A,C,D,H,N
New Wilmington b, Pa.	152-494-5-26-7-61	14	...-...	8,600-...	B,E,H	A,B,C,D,G,H,M
New York Mills v, N.Y.	326-255-69-1-20-7	12	...-...	9,160-...	F	A,B,C,D,E,G,H,M,N
Newcastle, Wyo.	341-613-13-15-15-55	27	7,200-...	7,896-...	E,F,G	A,B,C,D,F,G,H,L,M,N
Newcomerstown v, Ohio	261-611-3-55-14-26	60	6,384-...	7,464-...	E,G	A,C,D,F,N
Newman, Calif.	264-505-13-19-25-41	19	...-...	...-...	E,F,G	A,B,C,D,H,M,N
Newport v, Minn.	27-383-40-4-37-16	11	10,380-...	...-...	None	A,B,C,D,E,G,H
Newport, Vt.	500-1,687-66-1-26-5	42	6,000-...	7,300-...	E,F,G	A,B,C,D,F.L,N
Niceville, Fla.	557-658-9-11-38-40	48	6,500-6,500	...-...	E,F,G	A,B,C,E,G,H,I,M,N
Nichols Hills, Okla.	597-597-1-11-2-84	56	6,846-6,846	8,640-8,640	E,F,G	A,C,M,N
Nocona, Tex.	394-335-19-16-10-53	22	4,800-4,500	5,400-4,800	E,F,G	A,B,C,D,E,F,M,N
Nokomis, Ill.	...-312-11-36-19-32	16	...-...	...-...	E,G	A
Normandy Park, Wash.	250-587-26-3-15-54	15	9,000-...	11,052-...	E,F	A,B,C,D,E,G,H,N
North Canaan t, Conn.	1,043-1,190-62-...-26-10	5	...-...	...-...	None	A,B,D,E,F,G,H
North Fond du Lac v, Wis.	118-330-14-0-54-29	11	8,136-...	8,880-...	E,G	A,C,D,E,H,M
North Muskegon, Mich.	320-480-42-0-20-36	18	...-...	...-...	. . .	. . .
North Wales b, Pa.	243-199-75-11-8-5	7	9,000-...	...-...	E,F	A,8,C,G,H,N
North Wilkesboro t, N.C.	2,614-1,148-43-4-22-30	48	5,364-5,904	7,176-7,908	E,F,G	A,B,C,D,E,F,G,H,I,J,K,L,M,N,O

Table 1/15 continued GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
2,500 – 4,999 continued						
Northwoods, Mo.	470-448-6-33-8-52	20	9,400-...	...-...	None	A,C,D,G,H,M
Norway, Mich.	449-704-6-0-27-66	44	...-...	10,150-8,100	A,E,F,G	A,B,C,D,G,H,M
Nyssa, Ore.	576-295-21-10-33-34	19	7,944-...	...-...	E,F,G	A,C,E,F,H,J,K,L,M
Oak Brook v, Ill.	3,500-2,714-...-69-3-26	78	11,907-11,907	16,074-16,074	G	A,B,E,G,H,N
Oak Hill, Tenn.	254-957-82-5-12-...	1	...-...	...-...	None	A,B,H,M,N
Oak Hill, W. Va.	...-321-18-29-33-17	50	6,000-...	6,600-...	E,F	A,C,D,E,N
Oakridge, Ore.	...-512-26-7-33-33	32	7,500-8,178	9,047-8,833	E,F,G	A,B,C,E,H,M,N
Ocoee, Fla.	695-495-...-...-63-36	56	...-...	...-...	...	...
Ohioville b, Pa.	73-114-39-19-35-5	...	...-...	...-...	H	A,B,D,G,N
Okemah, Okla.	222-252-...-35-36-28	20	4,800-...	...-...	E,F,G	A,B,C,D,E,F,H,L,M,N
Old Brookville v, N.Y.	928-808-27-0-3-69	30	11,112-...	15,729-...	None	A,B,C,H
Oneonta, Ala.	465-512-5-59-34-...	35	4,800-5,064	6,000-5,064	...	A,B,C,D,E,G,H
Ontario v, Ohio	900-1,116-11-71-9-8	24	8,800-...	9,800-...	F,G	A,B,C,D,N
Orange City, Iowa	1,328-882-23-0-6-69	21	7,000-...	9,000-...	A,E,F,G	A,B,C,D,E,F,J
Orange Cove, Calif.	3,500-1,658-3-0-80-15	...	6,280-...	8,244-...	E,F,G	A,B,C,D,H,M
Oregon v, Wis.	298-505-14-29-36-18	13	7,200-...	9,000-...	E,F,G	A,B,C,D,E,F,H,L,M,N
Orland, Calif.	705-637-25-23-21-29	26	6,540-...	...-...	G	A,B,C,D,E,G,H,N
Orleans t, Mass.	...-2,687-82-3-9-4	57	8,037-7,522	9,302-8,956	G	A,B,C,D,E,F,G,H,I,N
Osseo, Minn.	981-154-29-6-43-20	5	9,600-...	11,100-...	G	A,C,D,H,M,N
Othello, Wash.	...-742-19-7-26-46	36	7,488-...	8,892-...	E,F,G	A,D,E,H
Otsego, Mich.	411-664-45-4-30-19	21	...-...	9,547-...	E,G	A,B,C,D,E,F,G,H,N
Owasso, Okla.	410-251-7-71-15-5	22	5,700-...	6,600-...	E,F,H	A,C,F,G,H,M,N
Paden City t, W. Va.	...-205-13-23-22-40	11	...-...	...-...	E,F,G	...
Palm Springs v, Fla.	800-1,250-8-18-17-55	49	8,346-8,346	...-...	F,G	A,C,D,E,G,H,M,N
Paola, Kan.	437-1,459-25-3-8-62	40	5,724-...	7,260-...	E,F,G	A,C,E,F,M,N
Park Hills, Ky.	127-136-53-13-13-19	5	6,600-...	...-...	F	A,B,C,G,H,M,N
Park Rapids v, Minn.	818-991-2-5-20-71	26	6,600-...	7,200-...	E,F,G	A,B,C,D,E,G,H,N
Patterson, Calif.	415-407-20-39-39-0	...	8,124-...	9,768-...	E,F	A,C,G,H,M,N
Payette, Idaho	642-1,057-20-0-35-43	55	6,840-...	8,040-...	E,F,G	A,C,D,E,G,H,M,N
Payson, Utah	400-576-17-8-11-62	49	5,500-...	6,852-...	B,E,F,G	A,C,D,E,F,G,H,J,M
Pear Ridge t, Tex,	305-301-31-12-6-49	...	4,160-6,600	...-...	F	A,G,M,N
Perris, Calif.	503-677-12-19-35-31	40	6,636-...	...-...	E,F,H	A,B,C,D,G,H,M,N
Peterborough t, N.H.	525-2,333-51-3-32-13	28	7,300-...	8,400-...	E,F,G	A,B,C,D,E,F,N
Petersburg, Ill.	90-297-16-31-11-40	12	...-...	...-...	E,F,G	A,B,C,D,E,N
Phillippi t, W. Va.	160-194-15-33-16-34	24	6,000-...	6,360-...	B,E,F,G	A,B,C,D,E,M
Piggott, Ark.	...-164-20-15-63-...	29	5,100-...	5,868-...	A,G	A,B,C,E,K
Pineville, Ky.	145-217-34-16-41-7	24	4,020-...	5,220-...	E,G	A,C,H,M,N
Pittsfield t, Me.	970-1,208-74-11-9-4	20	5,980-...	5,980-...	G	A,B,C,D,E,F,H,N
Plainville, Kan.	112-246-32-12-17-37	21	5,400-...	...-...	H	A,C,E,G,H
Plainville t, Mass.	...-...	...	7,800-8,112	9,500-9,880	G	A,C,D,E,F,H,N
Plano, Ill.	295-504-26-30-19-23	15	...-...	10,000-...	E,F,G	A,C,G,H,N
Pleasant Ridge, Mich.	600-759-52-...-23-23	25	10,000-...	13,933-...	F,G	A,B,C,D,E,G,H,M,N
Poland v, Ohio	135-73-62-0-37-...	5	7,200-...	7,965-...	None	A,C,D,G,H,N
Port Royal t, S.C.	182-309-20-8-26-44	23	7,028-...	7,698-...	H	C,D,M
Port Wentworth, Ga.	358-343-26-25-12-35	23	7,308-...	9,640-...	F,G	A,B,C,D,G,H,M,N
Portage b, Pa.	139-152-29-31-37-0	8	5,500-...	6,800-...	E,F,G	A,B,N
Porter t, Ind.	327-344-58-4-26-10	15	8,620-...	...-...	E	A,B,C,D,E,G,H,M,N
Portland, Mich.	1,375-1,086-14-1-22-61	...	...-...	...-...	A,E,F,G	A,C,D,F,H,N
Portland t, Tenn.	750-507-20-12-15-51	30	...-...	7,000-...	D,E,F,G	A,B,C,D,E,G,H,I,M,N
Portola Valley, Calif.	338-296-24-13-45-16	3	...-...	...-...	None	A,B,C,D,E,G,H,M,N
Potosi, Mo.	550-578-2-25-11-60	19	6,000-...	6,000-...	D,F,G	A,B,C,F,G,H
Powder Springs, Ga.	142-237-28-7-24-39	15	6,120-...	6,120-...	E,F,G	A,C,F,H,M
Powell, Wyo.	762-903-...-2-30-66	45	6,252-...	...-...	B,F,G	A,B,C,D,G,H,I,L,M,N
Prestonsburg, Ky.	480-480-21-40-27-10	39	5,880-5,600	6,480-6,200	D,E,F,G	A,C,D,G,H,I,L,M,N
Prineville, Ore.	836-514-8-...-24-67	59	7,200-7,200	10,890-10,500	E,F,I	A,B,C,D,G,H,N,O
Provincetown t, Mass.	1,500-1,500-66-...-...-33	85	9,200-...	9,700-...	G	A,B,D,E,F,G,H,J,K,L,M,N,O
Punta Gorda, Fla.	1,156-1,892-16-2-22-58	102	7,760-7,050	9,860-9,050	E,F,G	A,B,C,G,H,I,M,N
Quanah, Tex.	350-839-20-9-34-35	28	...-5,100	...-6,600	E,F,G	A,C,E,F,G,H,I,M,N
Raeford t, N.C.	478-1,063-31-3-17-49	16	6,200-4,368	7,500-5,137	E,F,G	A,B,C,D,F,H,M,N
Randolph t, Vt.	479-490-61-2-36-...	10	...-...	...-...	None	A,B,C,D,E,F,L,N,O
Red Springs t, N.C.	721-733-9-6-12-71	40	6,000-...	7,841-...	B,E,G	A,D,F,H,M,N
Redwood Falls, Minn.	428-1,776-6-0-7-85	43	7,440-...	7,980-5,200	A,E,F,G	A,B,C,D,E,G,H,I,J,M,N,O
Reedsburg, Wis.	1,512-2,490-13-2-10-73	39	8,592-...	9,600-...	B,G	A,B,C,D,E,H,N
Richfield v, Ohio	760-944-2-79-11-5	17	9,074-...	12,000-...	None	A,B,C,D,F,M
Richton Park v, Ill.	542-1,869-6-12-63-17	26	9,400-...	10,500-...	F,G	A,C,D,H,N
Ripley v, Ohio	...-...	16	7,800-...	...-...	B,E,F,G	A,F,M,N
Ripley t, Tenn.	475-700-21-28-49-0	37	6,234-...	...-...	C,E,F,G	A,B,C,D,E,G,H,M,N
Ripon, Calif.	580-1,857-7-4-12-74	18	8,484-...	9,840-...	E,F,G	A,B,C,D,G,H,M,N
Riverbank, Calif.	808-885-9-9-32-48	29	8,700-...	10,596-...	E,F,G	A,C,D,G,H,M,N
Riverdale, Ga.	721-648-24-12-3-59	30	7,440-7,440	10,680-10,680	F,G	A,C,D,G,H,M,N
Riverdale, Utah	300-363-13-20-13-52	8	6,600-...	...-...	G	A,B,C,D,G,H,M
Roaring Spring b, Pa.	204-233-19-22-12-45	4	...-...	...-...	E,F,G	A,C,D,G,N
Robinson, Tex.	78-84-...-18-...-81	8	8,000-...	...-...	E,F	A,F,H,M
Rock Rapids, Iowa	502-240-73-0-17-9	8	8,580-...	9,900-...	B,E,F,G	A,B,C,D,E,F,H,N
Rockdale, Tex.	507-555-25-16-10-46	37	6,600-...	...-...	E,F,G	A,C,E,F,G,H,M,N
Rockledge b, Pa.	113-142-65-12-15-6	1	9,600-...	9,600-...	F	A,C,D,H,M,N
Rocklin, Calif.	345-394-20-28-21-30	16	7,620-...	9,300-...	None	A,B,C,D,G,H,N,O

Table 1/15 continued GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
2,500 – 4,999 continued						
Rocky Ford, Colo.	731-731-23-0-18-57	34	...-...	...-...	E,F,G	A,B,C,D,E,F,G,H,M,N
Roosevelt Park, Mich.	344-471-39-1-26-33	14	9,000-...	10,500-...	. . .	A,B,C,D,H,M,N
Roseau v, Minn.	350-830-7-0-35-56	24	...-...	...-...	A,E,F,G	A,B,C,D,E,H,L,M,N
Rosemont v, Ill.	2,189-2,172-19-47-7-25	67	10,500-10,000	15,750-15,000	H	A,M
Royersford b, Pa.	326-330-40-11-10-37	12	9,330-...	9,800-...	E,F	A,B,D,E,G,H,M,N
Rugby, N.D.	262-375-25-34-10-29	9	6,000-...	8,400-...	E,F,G	A,C,D,G,H,M
Rushville, Ill.	...-412-14-40-10-35	2	7,500-...	8,000-...	E,G	A,B,C,E,F
Rusk t, Tex.	478-...	17	...-...	7,284-9,484	E,F,G	A,C,D,E,F,G,H,M,N
Safety Harbor, Fla.	1,000-563-14-2-36-45	54	8,203-7,475	9,969-9,087	E,F,H	A,B,C,D,G,H,M,N
St. Anthony, Idaho	...-338-19-1-26-52	12	6,000-...	7,200-...	F,G	A,B,C,E,H,J,M,N
St. Clair, Mo.	...-379-16-11-16-55	. . .	...-...	...-...	E,F,G	A,B,C,D,G,H,M
St. Helena, Calif.	450-507-27-28-29-14	27	8,484-...	10,308-...	E,F,G	A,B,C,D,E,F,G,H,N
St. Ignace, Mich.	714-715-20-7-30-41	18	...-...	...-...	E,F	A,B,C,D,E,N
St. James, Minn.	627-...	34	...-...	...-...	B,E,F,G	A,B,C,D,G,H
St. Maries, Idaho	...-320-32-5-15-47	13	8,040-...	...-...	E,G	A,B,C,D,E,F,G,H
Salem, W. Va.	500-...	32	...-...	...-...	E,F,G	A,B,C,D,G,H,M,N
Salida, Colo.	350-414-39-3-26-29	30	7,200-6,900	7,920-7,800	E,F,G	A,B,C,D,E,G,H,I,N
Saline, Mich.	1,700-1,325-48-0-21-29	47	9,770-...	12,400-...	E,F,G	A,B,C,D,E,F,H,M,N
Sallisaw, Okla.	940-1,156-1-15-10-72	52	...-...	...-...	B,E,F,G	A,B,C,D,F,G,H,M,N
San Augustine t, Tex.	233-551-3-9-8-77	22	6,000-5,100	6,300-5,388	B,E,F,G	A,B,E,F,G,H,I,M
San Jacinto, Calif.	700-700-14-10-38-36	35	7,500-...	9,500-...	F,G	A,C,D,G,H,L,M
San Marcos, Calif.	700-925-21-28-15-35	30	...-...	...-...	. . .	A,B,C,D,G,H,L,N
Savanna, Ill.	285-504-17-7-21-54	24	7,572-7,572	9,972-9,972	E,F,G	A,B,C,D,E,F,G,H,J,M,N
Schererville t, Ind.	350-721-41-20-4-33	19	9,142-6,240	11,904-8,320	E,G	A,B,C,D,H,M,N
Schertz, Tex.	194-281-55-10-8-24	28	6,800-...	7,500-...	G	A,C,D,G,H
Scottsburg, Ind.	...-...	50	7,540-...	8,500-...	B,E,F,G	A,B,C,D,F,G,H,M,N
Seagoville t, Tex.	...-602-20-14-4-60	40	6,600-6,600	...-...	E,F,G	A,C,D,E,H,M
Seaside, Ore.	3,130-1,571-19-3-30-46	43	8,460-...	10,260-...	E,F,G	A,C,E,F,G,H,N
Sebring v, Ohio	...-...	. . .	...-...	...-...	E,G	A,B,C,D,G,H,N
Senatobia t, Miss.	250-685-11-4-28-55	36	5,100-...	6,480-...	D,E,F,G	A,B,C,D,E,F,G,H,M,N
Sevierville, Tenn.	605-...	28	5,868-5,200	6,624-5,824	B,E,F,G	A,C,D,G,H,M,N
Seymour, Tex.	312-548-8-7-2-81	36	4,980-...	4,980-...	B,E,F,G	A,C,F,M,N
Shelburne t, Vt.	450-1,275-91-3-4-...	25	7,800-...	...-...	E,G	A,B,C,D,F,N
Shelbyville, Ky.	350-350-24-46-29-...	24	6,600-6,000	7,200-6,600	E,F,G	A,C,G,H
Sibley, Iowa	270-1,196-15-19-10-56	36	...-...	7,440-...	A,E,G	A,B,C,D,E,H,M,N
Sidney, Mont.	346-391-44-2-23-30	25	6,000-...	8,900-...	E,G	A,C,D,E,H,M,N
Sidney v, N.Y.	...-364-58-12-10-18	23	...-...	...-...	E,F,G	A,B,C,D,H,N
Signal Mountain t, Tenn.	852-675-64-...-27-7	61	...-...	...-...	E,F,G	A,B,C,D,E,G,H,M,N
Siler City t, N.C.	1,003-963-32-10-30-27	52	6,750-...	8,377-...	E,F,G	A,B,C,D,E,F,G,H,M
Silver Bay v, Minn.	482-655-0-28-48-23	21	5,808-...	10,260-...	E,F,G	A,B,C,D,E,F,N
Silverton, Ore.	1,554-1,604-4-1-11-81	27	7,380-...	8,496-...	E,F,G	A,B,C,D,E,H,M,N,O
Sioux Center, Iowa	732-1,895-9-...-10-79	27	7,500-...	10,560-...	A,D,E,F,G	A,B,C,D,E,G,H,I,L,M,N
Skaneateles v, N.Y.	630-694-41-33-7-17	3	7,000-...	9,500-...	A,F,G	A,B,C,D,F,H,N
Slater, Mo.	642-571-7-17-5-69	37	5,200-...	7,800-...	B,E,F,G	A,B,C,D,E,F,G,H,M,N
Smithfield t, Va.	200-351-24-24-28-22	17	6,916-...	8,320-...	E,F,G	E,M,N
Sonoma, Calif.	...-1,175-18-27-8-44	40	9,888-9,408	12,132-11,532	F,H	A,C,E,F,H,N
Sonora, Calif.	569-659-19-48-22-8	35	7,800-7,800	10,476-10,476	E,F	A,B,C,F,H,N
Soperton, Ga.	...-227-16-27-20-35	10	6,500-...	8,580-...	E,F,G	A,F,G,H,M,N
South Bay t, Fla.	301-321-18-3-28-49	30	7,600-...	9,360-...	E,F,G	A,B,C,D,H,L,M,N
South Beloit, Ill.	461-...	. . .	...-...	...-...	E	A,B,C,D,E,M,N
South Berwick t, Me.	475-523-73-10-13-2	12	6,240-...	7,280-...	E,F,G	A,B,D,E,N
South Bound Brook b, N.J.	...-469-51-17-28-3	15	8,200-...	10,687-...	F	A,C,D,H,M,N
South Elgin v, Ill.	...-...	29	...-...	...-...	G	A,B,C,D,F,G,H,L,M
South Greensburg b, Pa.	153-205-28-40-30-...	6	...-...	7,270-...	None	A,B,C,D,H,M,N
Spangler b, Pa.	73-116-28-35-36-...	4	...-...	6,700-...	. . .	A,B,D
Sparta, Ill.	...-606-17-36-17-29	21	8,400-...	9,000-...	E,F,G	A,C,E,F,H,N
Spearman t, Tex.	438-543-18-12-5-63	22	7,500-...	...-...	D,E,F,G	A,C,D,E,G,H,M
Spirit Lake, Iowa	551-...	27	5,951-...	8,122-...	G	B,C,D,E,F,H,M,N
Sprague t, Conn.	...-930-66-0-33-...	13	...-...	...-...	E,G	A,B,C,D,E,F,G,H,L,N
Spring City b, Pa.	142-178-42-...-18-39	8	10,340-...	...-...	E	A,B,C,D,E,G,H,M,N
Springboro v, Ohio	165-31-...-...-25-74	2	7,200-...	8,400-...	E,F,G	A,C,H,M
Springfield, Ky.	253-248-14-39-11-34	17	5,400-...	6,300-...	E,G	A,B,C,D,E,F,G,H,I,M,N
Stafford t, Tex.	...-502-32-35-8-24	19	7,800-...	...-...	None	A,B,G,H,M
Stafford Springs b, Conn.	234-232-77-...-10-11	10	7,800-...	8,580-...	None	A,B,D,H,M,N
Starke, Fla.	...-1,643-5-16-12-65	74	6,906-6,032	7,613-6,406	A,D,E,F,G	A,B,C,D,H,M,N
Stone Park v, Ill.	700-685-28-12-13-45	23	9,000-...	10,000-...	F,H	A,B,D,G,H,M,N
Stroud, Okla.	530-647-...-16-6-77	39	6,300-...	...-...	B,E,F,G	A,B,C,E,F,G,H,M,N
Surfside t, Fla.	1,829-1,920-18-9-8-62	75	9,400-...	12,155-...	H	A,C,D,E,H,M,N
Sutherlin, Ore.	257-266-13-6-27-52	11	6,600-...	...-...	E,F,H	A,C,E,G,H,N
Swanton v, Ohio	...-528-7-33-11-46	2	...-...	...-...	E,F,G	A,B,C,G,H
Sweet Home, Ore.	1,600-3,956-2-1-82-13	40	7,920-9,240	9,720-11,040	E,F,G	A,B,C,D,E,G,H,N
Sweetwater, Fla.	713-327-15-5-53-25	33	8,447-7,508	8,892-7,904	H	A,B,C,D,H
Tallapoosa, Ga.	250-569-19-3-17-59	31	7,000-...	7,000-...	D,E,F,G	A,B,C,D,E,F,M,N
Tallassee, Ala.	...-549-...-23-27-48	52	6,372-4,740	6,852-4,980	D,G	A,B,C,D,F,M,N
Taylor Mill, Ky.	128-111-46-2-15-35	. . .	...-...	...-...	None	A,B,D,G,H,M
Tecumseh, Okla.	210-505-...-12-9-77	38	4,843-...	6,813-...	B,E,F,G	A,B,C,E,F,G,H,M
Tehachapi, Calif.	538-683-19-12-36-31	25	9,156-...	11,124-...	E,F,G	A,C,H,M

Table 1/15 continued

GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
2,500 – 4,999 continued						
Telford b, Pa.	178-297-24-20-7-47	10	B,500-...	10,500-...	E,F,G	A,B,C,D,E,G,H,I,N
Thomaston t, Me.	353-809-86-7-6-0	13	5,720-4,160	6,500-5,200	E,F	A,B,C,D,E,F,H,N
Thomasville, Ala.	...-573-3-46-30-18	33	5,820-...	8,400-...	E,F,G	A,C,D,E,M
Throop b, Pa.	177-249-41-23-34-...	15	7,532-...	...-...	None	A,B,D,H,M,N
Tilton v, Ill.	146-...	4	...-...	7,500-...	E,F	A,B,C,H,N,O
Tipton, Iowa	307-1,029-11-...-8-80	34	...-...	...-...	A,D,E,F,G	A,B,C,D,E,F,M,N
Tishomingo, Okla.	230-477-2-21-48-27	23	...-...	...-...	E,F,G	A,B,C,D,E,F,G,H,M
Toledo, Ore.	1,192-B75-43-28-16-10	35	8,400-7,200	10,800-9,600	E,F,G	A,B,C,D,E,H,N
Tolleson t, Ariz.	...-685-5-31-31-31	37	...-...	...-...	E,F,G	A,B,C,D,E,H,M
Tonkawa, Okla.	619-784-4-17-6-72	41	4,800-4,800	5,760-5,820	A,E,G	A,C,D,E,H,L,M,N
Tracy, Minn.	365-407-40-7-27-24	22	6,600-...	6,720-...	E,F,G	A,B,C,D,E,F,G,H,J,N
Tremonton, Utah	160-259-32-3-...-64	13	6,600-...	9,600-...	E,F,G	A,B,C,D,E,F,G,H,M,N
Truth or Consequences, N.M.	636-1,063-1-19-4-74	74	5,064-...	7,476-...	B,E,F,G	A,B,C,D,E,F,G,H,L,M
Tularosa v, N.M.	...-177-2-1B-15-63	16	6,000-...	...-...	E,H	A,M
Tupper Lake v, N.Y.	469-1,223-28-...-12-59	58	7,020-...	8,580-...	B,E,F,G	A,B,C,D,H,I,M,N
Tuscola, Ill.	...-639-21-30-22-26	15	8,320-...	...-...	E,F	A,B,C,D,E,G,H,M,N
Two Harbors, Minn.	496-1,871-5-23-17-53	59	7,854-...	9,164-...	A,D,E,G	A,B,C,D,E,F,G,H,N,O
Ulysses, Kan.	638-585-36-3-8-50	28	...-...	...-...	. . .	. . .
Union City b, Pa.	382-382-27-18-28-25	15	7,200-...	8,500-...	E,F,G	A,B,C,D,E,G,H,J,M,N
Union Springs, Ala.	575-597-6-47-32-13	58	5,760-10,400	7,560-15,600	D,E,F,G	A,C,D,E,F,G,H,M,N
Vadnais Heights v, Minn.	140-133-19-5-45-28	3	...-...	...-...	. . .	. . .
Valdese t, N.C.	613-1,122-36-0-19-43	52	6,600-6,600	8,700-8,700	E,F,G	A,B,C,D,F,G,H,I,M,N
Vernal, Utah	855-855-8-24-11-56	31	7,800-...	10,800-...	E,F,G	A,C,D,F,G,H,M
Villa Rica, Ga.	...-875-10-8-21-59	42	7,200-7,000	9,000-8,800	D,E,F,G	A,C,D,E,F,G,H,J,M,N
Vinton t, La.	603-516-2-3-14-79	24	5,460-...	5,520-...	B,E,F,G	A,B,H,M
Virden, Ill.	...-395-4-8-44-42	22	9,438-...	...-...	H	A,B,C,D,E,M
Viroqua, Wis.	462-462-14-8-49-27	33	7,825-7,100	7,885-7,130	D,E,G	A,B,C,D,E,F,G,H,I,J,K,L,M,N
Vivian t, La.	203-464-17-28-20-33	43	5,460-...	...-...	E,F,G	A,C,D,F,G,H,M,N
Voorheesville v, N.Y.	308-325-39-...-...-60	3	...-...	...-...	G	A,B,C,D,H,M,N
Wadena v, Minn.	600-1,102-6-0-25-66	72	7,200-...	8,760-...	B,E,F,G	A,C,D,E,L,N
Wadesboro t, N.C.	623-862-18-4-28-48	55	6,226-6,226	...-...	E,F,G	A,B,G,H,M,N
Waite Park v, Minn.	193-253-22-...-55-22	9	8,8B0-...	9,840-...	G	A,B,C,H,M,N
Wake Forest t, N.C.	597-893-8-6-18-66	39	6,756-...	8,484-...	B,E,F,G	A,B,C,D,E,F,G,H,I,J,M,N
Wakefield, Mich.	371-714-13-1-16-70	34	6,052-5,824	6,468-6,240	B,E,F,G	A,B,C,D,E,F,G,H,M
Walbridge v, Ohio	148-148-8-8-13-70	6	10,000-...	...-...	. . .	A,D
Walhalla t, S.C.	355-790-15-5-14-64	45	5,200-5,200	6,760-6,240	E,F,G	A,C,D,F,H,M,N
Wallace t, N.C.	600-954-21-35-17-26	51	...-...	...-...	E,F,G	A,B,D,E,H,M,N
Walled Lake, Mich.	614-1,437-31-3-11-52	25	12,650-12,650	12,650-12,650	E,F,G	A,B,C,F,H,M,N
Walters, Okla.	208-432-...-0-11-87	40	5,424-5,280	6,480-6,300	B,E,F,G	A,B,C,E,F,H,M,N
Warrenton t, Va.	582-1,109-17-21-18-41	53	7,384-7,030	9,464-9,006	E,F,G	A,B,C,E,F,H,M,N
Warson Woods, Mo.	300-310-13-70-11-4	10	9,564-...	15,624-...	None	A,B,C,M
Watchung b, N.J.	1,203-3,086-99-0-...-...	37	9,416-...	...-...	None	A,C,D,E,H
Waterbury t, Vt.	214-391-46-2-37-12	7	...-...	...-...	None	A,B,C,D,E,F
Waterbury v, Vt.	191-370-35-0-28-34	8	6,760-...	...-...	E,F,G	A,B,C,N
Waterford v, N.Y.	129-132-49-...-33-16	. . .	...-...	...-...	None	A,C,D,L,M,N
Waterloo, Ill.	337-282-20-58-20-...	31	...-...	...-...	A,D,E,F,G	A,B,E,M,N
Watkins Glen v, N.Y.	380-734-30-14-13-41	25	6,552-...	6,864-...	B,E,G	A,B,C,D,F,H,L,N
Wayzata, Minn.	461-648-26-22-14-36	36	10,836-...	12,840-...	F,G	A,C,D,F,G,H,M,N
Welch, W. Va.	412-696-10-23-24-41	75	5,400-3,952	6,760-6,520	E,F,G	A,B,C,D,E,M,N,O
Wellington, Tex.	211-239-21-10-9-58	16	...-...	...-...	E,F,G	A,B,C,F,H,I,M
Wellsboro b, Pa.	436-496-38-41-20-...	26	7,000-...	8,500-...	E,F,G	A,B,C,D,G,H,M,N
Wenham t, Mass.	2,267-1,711-70-9-17-2	67	B,320-...	9,698-...	G	A,B,C,D,E,F,G,H,L,M,N
West Columbia, Tex.	250-391-23-25-8-42	22	8,688-...	9,372-...	E,F,G	A,B,E,H,M,N
West Jordan, Utah	457-831-17-10-14-57	31	7,200-...	...-...	F,G	A,B,C,F,H,M,N
West Newton b, Pa.	164-161-32-44-22-...	9	7,700-...	...-...	None	A,B,C,D,E,G,H,I,L,M,N
West Point, Neb.	...-...	23	6,000-...	...-...	A,E,F,G	A,C,D,E,G,N
West Union, Iowa	1,360-593-42-18-29-9	10	...-...	...-...	E,F,G	A,C,D,E,F,J,N
Westville t, Ind.	60-126-23-1-19-55	2	...-...	10,800-...	E,G	A,C,D,E,H,M
Whitehall, Mich.	402-518-47-2-16-33	20	10,000-...	11,000-...	F,G	A,B,C,D,E,F,G,H,M,N
Whitehall v, N.Y.	285-345-5B-1-20-19	16	...-...	...-...	F,G	A,B,C,D,E,F,G,H,L,M,N
Willcox, Ariz.	500-2,844-1-5-4-87	38	6,780-...	7,776-...	D,E,F,G	A,C,D,E,F,G,H,M
Williamsburg, Ky.	...-269-...-...-18-81	39	...-4,200	...-...	E,F,G	A,B,C,D,E,F,G,H,I,M,N
Williamston, Mich.	431-458-33-12-14-39	17	8,500-...	10,250-...	E,F,G	A,C,D,H,N
Williamstown t, W. Va.	89-167-14-12-12-60	7	...-...	...-...	E,F,G	A,C,F,G,H,N
Williston t, Vt.	1,115-1,319-66-20-5-7	8	7,2B0-...	7,280-...	H	A,C,D,E,F
Willits, Calif.	2,173-1,700-10-30-58-...	. . .	10,572-...	12,876-...	. . .	A,B,C,D,E,G,H,N
Willows, Calif.	677-668-43-29-18-7	36	9,000-8,400	10,020-10,020	E,F	A,B,C,D,E,H,N,O
Wilmore, Ky.	...-181-14-52-28-4	8	4,800-...	...-...	None	A,D
Wilton t, Me.	190-958-84-...-15-...	17	...-...	...-...	None	A,B,C,D,E,F,H,N
Windcrest, Tex.	267-206-56-29-7-5	13	6,840-...	8,040-...	F,G	A,C,H,N
Windom, Minn.	365-1,398-13-...-9-77	43	7,800-...	9,912-...	A,E,F,G	A,C,D,E,G,H,J,N
Winfield, Ala.	363-326-14-45-27-11	26	7,735-5,749	8,649-5,914	E,F,G	A,B,C,D,E,F,G,H,J,L,M
Winnemucca, Nev.	666-698-19-16-42-22	37	7,860-...	9,3B4-...	E,F	A,B,C,D,F,H,N
Winnsboro, S.C.	624-1,657-4-5-9-80	62	6,844-6,654	...-...	B,D,E,F,G	C,D,F,H,M
Winona Lake t, Ind.	96-112-50-...-50-...	7	7,500-...	...-...	None	A,H,M,N
Winthrop t, Me.	...-2,380-52-0-16-30	21	...-...	...-...	. . .	A,B,D,E,F,H
Wise t, Va.	190-329-20-10-18-50	13	...-...	...-...	E,F,G	A,B,C,D,H,M,N

Table 1/15 continued GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
2,500 – 4,999 continued						
Wolf Point, Mont.	688-630-24-2-9-63	21	7,200-...	10,800-...	F,G	A,B,C,D,E,F,G,H,M,N,O
Wolverine Lake v, Mich.	354-344-34-...-54-11	14	...-...	11,553-...	H	A,B,C,D,H,M
Woodlake, Calif.	701-549-6-15-51-26	22	7,542-...	8,940-...	E,F,G	A,B,C,D,G,H,M
Woodlawn v, Ohio	1,812-955-13-57-27-1	22	9,289-...	11,165-...	None	A,B,C,D,G,H,M
Woodside t, Calif.	336-359-38-18-36-6	4	...-...	...-...	None	A,D,G,H
Woodstown b, N.J.	314-211-48-26-6-18	12	8,700-...	9,700-...	E,F,G	A,B,C,D,E,G,H,K,M,N
Wrightstown b, N.J.	403-474-44-30-13-11	7	8,000-...	9,250-...	E,F,G	A,H,M,N
Wylie, Tex.	229-515-13-9-42-34	19	6,600-...	...-...	E,F,H	A,B,E,H,M,N
Yellow Springs v, Ohio	600-1,300-6-20-4-67	34	8,300-...	...-...	B,E,F,G	A,C,D,E,H,I,K,L,M,N
Zephyrhills, Fla.	700-...	49	6,500-7,020	...-...	E,F,G	A,B,C,D,E,F,H,L,M,N
Under 2,500						
Adair t, Tenn.	...-1-...-...-100-...	...	...-...	...-...	None	A,B
Appalachia t, Va.	124-262-15-19-18-46	19	5,184-...	6,000-...	E,F,G	A,C,D,F,G,H,M,N
Avalon, Calif.	1,129-1,318-13-16-8-61	33	...-10,392	...-12,636	E,F,I	A,C,D,F,G,H,J,N
Bal Harbour v, Fla.	655-1,536-28-41-3-25	48	9,400-...	12,650-...	H	A,C,E,G,H,M,N
Bandon, Ore.	...-1,777-3-5-0-90	19	7,200-...	10,000-...	B,E,F,G	A,B,C,D,E,H,K,M,N
Beersheba Springs t, Tenn.	...-22-...-4-95-...	...	...-...	...-...	None	A,D,F,M
Blaine t, Me.	35-202-33-9-20-36	2	...-...	...-...	None	A,B,F
Boothbay t, Me.	410-476-86-...-13-...	10	...-...	...-...	...	A,B,C,D,G,H
Boothbay Harbor t, Me.	631-795-79-6-12-1	70	7,238-3,214	...-...	G	A,B,E,F,G,H,J,N
Bowdoinham t, Me.	265-348-81-2-8-7	3	...-...	...-...	G	A,B,E,F,H
Brighton, Mich.	480-589-43-1-18-36	18	10,000-8,000	11,300-8,900	E,F,G	A,B,C,D,E,F,G,H,M,N
Bronson, Mich.	180-285-32-...-29-38	8	7,020-...	7,800-...	E,F,G	A,B,C,F,I,N
Butler v, Wis.	450-866-18-11-22-46	15	8,500-...	10,800-...	E,F,G	A,B,C,D,E,H,L,M,N
Canadian t, Tex.	185-690-9-10-3-76	24	...-...	...-...	A,E,F,G	A,B,C,D,E,G,H,M
Carolina Beach t, N.C.	894-1,129-23-30-27-19	42	7,800-7,280	10,166-10,166	E,F,G	A,C,D,E,G,H,I,M,O
Chadbourn t, N.C.	472-498-17-6-41-33	22	...-...	...-...	E,F,G	A,D,G,H,M,N
Chatham t, Va.	237-...	22	...-...	...-...	E,F,G	F
Chelan t, Wash.	994-785-13-16-38-30	25	9,168-...	9,948-...	E,F,G	A,B,C,D,E,H,M,N
Clinton t, Me.	214-311-76-11-11-...	1	4,160-4,160	...-...	H	A,B,E,F,I,M
Coalgate, Okla.	200-88-...-52-45-2	27	5,160-5,160	6,400-6,400	E,F,G	A,B,C,D,E,F,G,H,I,L,M,N,O
Coppell, Tex.	322-192-72-...-...-27	9	7,200-10,200	...-...	F,G	A,E,H
Cordova, Alaska	777-800-25-36-27-10	...	12,000-12,000	18,000-18,000	A,E,F,G,I	A,B,C,D,E,F,G,H,J,M,N
Corinna t, Me.	249-311-89-...-10-...	6	...-...	...-...	None	A,B,D,E,F,N
Cornelius, Ore.	124-453-11-...-16-72	12	9,200-...	...-...	F,H	A,B,C,D,E,G,H,N
Cotati, Calif.	471-457-13-22-27-36	15	8,616-...	...-...	F,H	A,C,D,N
Crewe t, Va.	253-192-23-11-9-54	22	6,900-...	...-...	E,F,G	A,B,E,F,M,N
Crystal t, Me.	30-42-58-11-30-...	...	...-...	...-...	None	F
Danforth t, Me.	125-129-57-12-29-0	1	...-...	...-...	F	A,B,F,N
Dillingham, Alaska	391-345-29-20-39-10	10	10,795-...	16,806-...	E,F,G	A,B,C,E,N
Dover t, Vt.	514-555-92-...-7-...	12	7,280-...	...-...	None	A,B,C,E,N
Dunsmuir, Calif.	400-400-22-13-12-51	19	7,500-...	9,000-...	E,F	A,B,F,G,H,M,N
Edgeworth b, Pa.	406-345-72-17-6-3	19	...-...	...-...	F,G	A,B,C,H,M,N
Escalon, Calif.	242-349-23-29-38-10	12	7,536-...	9,180-...	E,F,G	A,B,C,G,H,N
Estacada, Ore.	126-122-39-16-43-...	14	7,800-...	...-...	E,F,G	A,C,E,G,H,N
Exeter t, Me.	75-95-76-...-23-...	1	...-...	...-...	...	A,B,D,F
Fayetteville t, W. Va.	46-52-45-...-37-16	12	...-...	...-...	E,F,G	A,C,D,F,H,N
Florence, Ore.	496-631-23-16-20-39	20	6,912-...	7,848-...	E,F,G	A,B,C,D,E,G,H,L,N
Flower Mound t, Tex.	220-182-75-3-21-...	5	...-...	...-...	H	G,H
Fox River Grove v, Ill.	150-250-16-35-17-30	11	7,000-...	9,500-...	E,F,G	A,B,C,D,G,H,M
Gibsonville t, N.C.	332-342-30-7-16-45	16	6,048-...	7,992-...	E,F,G	A,E,F,H,M,N
Glasgow t, Va.	117-102-44-10-17-27	4	...-...	...-...	None	A,B,M
Gordon, Neb.	400-462-21-34-23-20	25	6,000-...	7,700-...	E,F,G	A,B,C,D,E,F,G,H,M,N
Grayling, Mich.	654-484-42-12-18-26	17	7,000-...	8,200-...	E,F,G	A,B,C,D,F,G,H,I,L,M,N
Greenville t, Me.	372-469-77-9-12-...	7	8,320-...	...-...	None	A,B,C,D,E,F,J,M,N
Guilford t, Me.	288-320-86-...-13-...	4	...-...	...-...	None	A,B,C,D,E,F,M,N
Hamilton, Mont.	284-240-54-4-34-7	17	7,200-...	7,920-...	E,F	A,B,C,E,F,H
Harbor Springs, Mich.	329-1,086-13-0-13-72	29	7,571-...	9,339-...	B,F,G	A,B,C,D,H,N,O
Hayden t, Ariz.	257-345-34-33-26-6	20	7,200-...	...-...	None	A,C,D,E,F,G,H,M
Hendersonville, Tenn.	1,029-1,034-0-20-48-30	80	6,768-6,123	9,896-8,996	None	A,E,G,H,M,N
Hermon t, Me.	...-667-43-7-48-...	...	...-...	...-...	None	A,B,F
Hernando t, Miss.	257-417-19-4-59-16	27	6,000-...	...-...	F,G	A,B,F,H,M,N
Highland Beach t, Fla.	300-290-56-8-9-25	15	9,200-...	...-...	F,G	A,B,E,H,M,N
Hodgdon t, Me.	101-...	2	...-...	...-...	None	A,B,D,F
Homer, Alaska	451-554-28-7-27-36	20	11,808-...	16,176-...	E,F,G	A,C,F
Ida Grove, Iowa	357-483-31-36-15-16	11	7,200-...	9,000-...	E,F,G	A,C,D,E,L,N
Indian Head t, Md.	196-200-9-14-31-44	6	...-...	...-...	E,F,G	A,B,C,D,G,H,M,N
Island Falls t, Me.	...-248-51-41-7-...	2	...-...	...-...	None	A,F
Islesborough t, Me.	253-253-94-...-5-...	3	...-4,200	...-4,200	E,F	A,B,C,D,E,F,H,N,O
Jasper, Fla.	...-409-8-0-38-52	25	7,280-7,280	9,700-8,320	D,E,F,G	A,B,C,F,G,H,M,N
John Day, Ore.	357-243-15-7-17-59	21	8,640-...	9,780-...	E,F,G	A,C,G,H,N,O
Jupiter Island t, Fla.	315-292-95-0-3-0	21	6,000-...	8,100-...	...	A,H,M
Kotzebue, Alaska	145-82-40-9-49-...	4	12,000-...	...-...	F	A,B,E,F,G,H,M,N,O
La Plata t, Md.	320-370-34-13-15-36	16	7,878-...	12,800-...	E,F,G	A,B,C,D,G,H,M,N
Lake Winnebago v, Mo.	47-66-14-6-6-72	2	7,200-...	...-...	E,H	A,C,D,G,H
Limon t, Colo.	180-255-36-18-15-29	12	6,960-...	8,400-...	E,F,G	A,B,C,D,E,F,G,H,M,N

Table 1/15 continued GOVERNMENTAL DATA FOR MUNICIPALITIES 25,000 AND UNDER: 1974

City, state	Budget, revenue, sources of revenue as % of total revenue: property taxes, other taxes, intergovernmental, miscellaneous charges	No. of full-time employees	Starting salary: police, fire	Maximum salary: police, fire	Utilities owned and operated	Services and functions provided
Under 2,500 continued						
Litchfield, Mich.	132-199-20-2-27-49	7	7,000-...	...-...	E,F,G	A,C,D,E,G,H,N
Louisville, Colo.	650-1,495-2-4-30-62	18	8,400-...	10,800-...	E,F,G	A,B,C,D,E,F,G,H,N
Ludlow t, Me.	21-75-24-6-69-0	. . .	...-...	...-...	None	A,B,F
Madison t, N.C.	526-666-53-3-16-26	50	6,000-...	10,500-...	E,F,G	A,C,D,E,F,G,H,I,M,N
Marlette v, Mich.	300-477-34-...-23-41	11	...-...	10,000-...	E,F,G	A,B,C,F,J,M,N
Mars Hill t, Me.	316-438-73-7-16-2	8	7,800-...	10,000-...	E	A,B,D,E,F,G,H,J,N
Martinsburg b, Pa.	82-199-18-22-15-43	. . .	...-...	...-...	E,G	A,D,E,N
Mechanic Falls t, Me.	335-506-63-11-25-...	12	...-...	...-...	F	A,B,C,D,E,G,H,L,N
Milbridge t, Me.	154-193-78-8-12-...	4	...-...	...-...	None	A,B,G,H,N
Monmouth t, Me.	521-674-66-...-33-...	47	...-...	...-...	. . .	A,B,D,E,F,H,N
Monson t, Me.	97-662-6-1-82-9	3	...-...	...-...	G	A,B,D,E,F,N
Narrows t, Va.	333-333-22-11-23-42	20	6,965-...	7,837-...	E,F,G	A,B,C,D,E,G,H,M,N
Nevada City, Calif.	2,344-2,188-33-29-31-5	115	9,624-9,168	11,688-11,136	E,F,G	A,B,C,D,G,H,M,N
New Portland t, Me.	97-120-64-10-25-...	. . .	...-...	...-...	None	A,B,F
Newkirk, Okla.	520-494-7-1-11-80	37	6,000-6,000	8,400-8,400	A,E,F,G	A,B,C,E,F,G,L,M,N
Nome, Alaska	1,082-2,422-7-13-18-59	60	14,556-...	20,256-...	E,F,G	A,B,C,D,E,F,M
Norridgewock t, Me.	234-282-83-...-16-...	9	7,000-...	...-...	G	A,B,D,E,F
Norris, Tenn.	...-170-48-5-34-11	. . .	5,200-5,179	6,300-5,457	E,F,G	A,C,D,G,H,M,N
Ocean Shores, Wash.	360-359-74-8-12-3	24	...-...	...-...	None	A,B,C,E,G,H,N,O
Painted Post v, N.Y.	...-308-51-26-9-12	12	7,000-...	9,200-...	E,F,G	A,B,C,D,F,G,H,I,M,N
Palmer, Alaska	540-476-12-37-38-11	23	11,976-...	16,392-...	E,F,G	A,B,E,G,H,M
Panhandle t, Tex.	163-167-39-12-5-41	8	6,000-...	8,400-...	E,F,G	A,B,C,H,M
Pearisburg t, Va.	332-366-32-11-14-40	22	7,748-...	8,805-...	E,F,G	A,B,C,D,E,H,M,N,O
Phillips t, Me.	150-192-69-...-27-2	1	...-...	...-...	None	A,B,D,E,F
Pineville t, N.C.	249-1,073-5-0-10-83	16	...-...	8,320-...	B,F,G,I	A,B,D,F,G,H,M,N
Poland t, Me.	350-417-93-...-6-...	9	...-4,000	...-...	None	A,B,D,F,H
Poultney v, Vt.	77-151-32-...-21-45	6	...-...	7,500-...	E,F,G	A,B,N
Rangeley t, Me.	345-481-71-5-20-1	35	6,880-...	6,880-...	E,F	A,B,C,D,E,F,G,H,O
Reed, Me.	38-118-38-...-61-...	8	...-...	...-...	None	A
Reed City, Mich.	425-392-34-0-31-34	21	7,200-...	7,800-...	E,F,G	A,C,D,E,F,G,H,J,M,N
River Hills v, Wis.	659-669-48-...-35-16	25	10,440-...	12,240-...	F	A,B,H,M,N,O
Rockford, Mich.	307-853-27-31-19-20	17	9,295-...	9,646-...	G	A,B,C,E,F,G,H,L,N
St. Agatha t, Me.	63-95-66-...-33-...	2	...-...	...-...	E	A,B,M
St. Joseph, Tenn.	100-120-3-40-34-20	5	8,500-...	...-...	G	A,B,C,D
Sandy, Ore.	817-566-27-3-45-23	16	8,868-...	10,788-...	E,F,G	A,B,C,D,E,G,H,L,N
Sangerville t, Me.	148-148-66-12-20-...	1	...-...	...-...	F	A,B,E,F,N
Santa Rosa, N.M.	311-302-2-40-12-44	27	4,800-...	6,000-...	E,F,G	A,B,C,D,E,H,M,N
Scottville, Mich.	...-263-35-0-47-17	6	8,620-...	9,400-...	E,F,G	A,B,C,D,F,H,L,M,N
Sewickley Heights b, Pa.	209-209-75-15-1-7	12	...-...	11,200-...	None	A,B,C,D,H,N
Southport, N.C.	395-365-26-11-18-44	32	6,864-...	8,760-...	B,E,F,G	A,B,C,D,E,F,G,H,I,J,M,N
Southwest Harbor t, Me.	500-1,320-34-58-6-0	10	...-...	...-...	E	A,B,C,D,E,F,G,I,N
Stacyville t, Me.	...-121-69-10-19-...	1	...-...	...-...	None	A,B,F,G,H
Steamboat Springs, Colo.	...-1,565-5-18-10-64	30	8,160-...	10,500-...	E,F,G	A,C,D,E,G,H,N
Sterling, Kan.	622-467-23-0-6-69	22	5,400-...	6,000-...	A,E,F,G	A,C,D,E,F,G,H,J,K,L,M,N
Stigler, Okla.	187-217-0-47-30-20	21	...-...	...-...	E,F,G	A,B,C,F,H
Strasburg t, Va.	167-332-11-19-23-45	13	5,640-...	7,320-...	E,F,G	A,H,M,N
Tappahannock t, Va.	298-220-11-20-21-46	13	6,500-...	7,600-...	E,F,G	A,B,F,G,H,M,N
Valdez, Alaska	637-657-26-19-25-29	13	17,292-...	...-...	E,G,I	A,C,E,F,H,M,N
Victoria t, Va.	154-245-24-18-19-37	15	6,000-...	6,800-...	E,F,G	A,B,F,G,H,M
Villisca, Iowa	...-362-15-0-15-68	11	7,200-...	8,000-...	A,E,F,G	A,B,C,D,E,F,H,N
Warren t, Me.	115-390-65-8-26-...	4	...-...	...-...	None	A,B,C,G
Warrenton t, N.C.	151-267-21-4-34-39	30	5,400-...	6,300-...	E,F,G	A,E,F,G,H,M,N
Washburn t, Me.	300-664-45-9-45-...	8	7,000-...	10,000-...	F	A,B,C,D,E,F,L,N
Watauga, Tenn.	30-12-14-6-79-...	. . .	...-...	...-...	None	A,B,C,M
Waurika, Okla.	203-218-11-39-48-...	25	...-...	5,400-...	E,F,G	A,B,E,G,H,I,M
Wayland, Mich.	185-182-48-2-49-...	9	6,500-...	9,000-...	E,F,G	A,C,D,E,G,H
Waynesboro, Tenn.	145-386-15-2-18-63	15	5,064-...	6,264-...	D,E,F,G	A,C,M
Whitwell, Tenn.	90-165-1-31-14-52	12	6,000-...	...-...	. . .	A,B,E,M,N
Wildwood, Fla.	216-348-17-13-30-38	39	7,280-...	...-...	E,F,G	A,B,C,D,E,F,G,H,M
Winter Harbor t, Me.	134-134-81-...-18-...	1	...-...	...-...	F	E,F,G,H
Woodland Park t, Colo.	286-350-10-24-10-54	18	5,300-...	7,200-...	E,F,G	A,B,C,D,E,F,H,M,O
Woodridge v, N.Y.	...-377-45-0-6-47	14	6,750-...	7,190-...	E,F,G	A,C,D,G,H,I,M,N
Wrangell, Alaska	745-1,199-17-23-13-45	33	13,260-...	16,116-...	A,F,G	A,B,C,E,F,H,J,L,M,N
York Beach v, Me.	200-200-87-12-...-...	7	7,600-6,500	...-...	None	A,C,H,M,N,O
Youngsville b, Pa.	193-379-17-41-10-30	11	6,800-...	7,200-...	E,F,G	A,B,C,D,E,G,H,M,N
Zilwaukee, Mich.	179-196-61-33-...-5	9	6,240-...	6,968-...	E	A,B,C,D,G,H,M,N

C 2

Urban Managers: Organizational Preferences, Managerial Styles, and Social Policy Roles*

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The historical model of the council-manager relationship stressed the separation of policy making and policy execution. As with all formal theories of organizational structure and behavior, the traditional model fell more than somewhat short of the ideal. The International City Management Association (ICMA) has long since laid out an extensive and growing policy role for the professional urban manager. The association acknowledges that city managers and other chief administrative officers (CAOs) are deeply involved in policy development and that generally part of their responsibilities includes the presentation of policy considerations to elected leaders.

In the fall of 1973 ICMA conducted an extensive survey of managers/chief administrative officers ("Profile of Manager/Chief Administrative Officer") in cities throughout the country of 2,500 and over population, and in those under 2,500 population that are recognized by ICMA.

Of the 6,246 cities surveyed, 2,082 managers/CAOs responded that they considered themselves as holding an appointive position.

ICMA recognizes certain municipalities and councils of governments as providing for positions of overall professional management. Individuals who are corporate members of ICMA (Member or Associate Member) have served for a period of time in one of the municipalities or councils of governments listed. This required service in a professional position is fundamental to ICMA's approach to professionalism.

All management executives are selected by a municipality on the basis of relevant education and experience. While professional management is defined by a common set of functions, the association has not sought to control entrance into the profession by completion of a specified education program. The primary emphasis for entrance has been on demonstrated competence in a position with significant management responsibility and authority. It is this responsibility and authority which the association has defined.

The procedure for this definition of professional positions is the establishment of a set of criteria which describes the characteristics of overall professional management. The present criteria include a statement for recognition of a position in the council-manager form of government and a position of general management which applies to a wide variety of governmental forms and to councils of governments.

ICMA presently recognizes 2,508 municipalities (cities, towns, villages) as having a council-manager form of government or an overall position of general management. For purposes of this article, we will deal only with responses from these municipalities recognized by ICMA.

Of these 2,508 recognized municipalities — all of which were included in the above-mentioned survey — 70% (1,744) responded (Table 2/1). The remaining respondents who indicated that their position was appointed will have their municipality's form of government criteria examined for future recognition by ICMA.

One subject area included in the questionnaire contained several questions concerning the organizational context of the urban manager's relationship with elected officials, his role in the formation of municipal policy, and the degree of role freedom allowed him by the political climate in his city. In addition, several questions were aimed at an understanding of the manager's role as an agent of change and of social justice in his community, and an understanding of his use of federal policy to gain the necessary resources to enlarge the scope of municipal government.

Organizational Relationships. Tables 2/2 and 2/3 present the attitudes of managers/CAOs regarding election procedures for and status of mayors and councils within the municipal management structure. Responses on a five-point scale (with 1 being "strongly favor" and 5 "strongly oppose") indicate a tendency for managers to favor the direct election of a mayor and to favor a city council elected at large but residing in the district. No strong feelings were indicated regarding a mixed city council, that is, one composed of some members elected at large and some elected by district: however, managers do tend to oppose city councils elected entirely by districts. Responses show manager opposition to a full-time paid mayor and to a full-time staff for the mayor. Strong opposition to a full-time paid city council was reported by over 60% of the managers.

Full-time Paid Mayor. City size is a variant of significance, with managers of the largest cities (over 500,000 population) favoring a full-time paid mayor (with a weighted mean response of 1.7) and those of cities with populations between 250,000 and 500,000 reporting neutrality (3.2). Managers of cities with less than 100,000 population report opposition to a full-time mayor (Table 2/2).

Table 2/1 SURVEY RESPONSE TABLE

Classification	No. of cities surveyed (A)	Number responding	
		No.	% of (A)
Total, all cities	2,508	1,744	70
Population group			
Over 500,000	8	5	63
250,000-500,000	19	15	79
100,000-249,999	53	40	75
50,000- 99,999	155	127	82
25,000- 49,999	317	238	75
10,000- 24,999	677	488	72
5,000- 9,999	565	399	71
2,500- 4,999	416	291	70
Under 2,500	298	141	47
Geographic region			
Northeast	592	381	64
North Central	573	434	76
South	782	511	65
West	561	418	75
Metro/city type			
Central	202	158	78
Suburban	1,193	847	71
Independent	1,113	739	66
Form of government			
Mayor-council	180	138	77
Council-manager	2,308	1,595	69
Commission	9	6	67
Town meeting	7	4	57
Rep. town meeting	4	1	25

There is less strong opposition in the northeastern part of the country than in other geographic regions; central city managers showed less opposition to a full-time paid mayor than did managers of other types of cities. Among the various governmental forms, the administrators in cities with the commission and mayor-council forms objected less strenuously to a full-time salaried mayor (with weighted means of 3.6 and 3.7 respectively) than did those in cities with town meeting, council-manager, and representative town meeting forms of government — which reported weighted means of at least 4.0.

Direct Election of Mayor. Tables 2/2 and 2/3 indicate a more positive response from all respondents to the concept of the direct election of a mayor than to any other question asked in this series. A directly elected mayor is most favored by chief administrative officers in mayor-council and commission governed cities and in cities over 500,000; this concept is favored slightly more in the southern part of the nation than in other geographic regions. Administrators of town meeting and representative town meeting governments report the only opposition to the direct election of a mayor (Table 2/2).

City Council Elections. Overall, there is a tendency toward slight opposition to the ward

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*Data for this article were collected from the survey *Profile of Manager/Chief Administrative Officer 1973* (CAO/74), by the International City Management Association, Washington, D.C., 1974. Other aspects of this survey have been analyzed in a profile of chief administrative officers which appears as a 1975 Urban Data Service Report.

election of council members. The administrators of cities with less than 50,000 population tend to oppose ward elections less strongly than do those of larger cities (Table 2/2).

There appears to be a general acceptance of at-large election if council members reside in the district. The respondents most favorably inclined to this concept can be found in the South; in cities with the representative town meeting and the commission form of government; and in cities with populations in excess of 250,000.

Neutrality seems to be the keynote of responses regarding a mixed council (some elected at large, some by district), with a weighted mean of 3.2 for all respondents. The range of responses for geographic region, metro/city type, and form of government varies only slightly. The range for manager responses by city size is larger, but no discernible response pattern is apparent.

It appears that at-large election of city council is most favored, with a mixed council election process regarded as acceptable and, in fact, preferable to a city council that is elected by districts.

Full-time Paid Council. As previously noted, respondents were opposed to a full-time paid mayor. There is even stronger objection to a full-time paid council (Tables 2/2 and 2/3). Only a few respondents from the very large cities reported acceptance of the latter concept, but even within this group some opposition was apparent (not shown in table). This item evoked the strongest expression of opinion in the entire series of questions.

Full-time Staff for Mayor. The overall weighted mean (4.0) (Tables 2/2 and 2/3) indicates opposition to the provision of a full-time separate staff for the mayor, but some interesting variations are reported. A staff for the mayor is favored (2.3) in cities between 250,000 and 500,000, and more strongly favored (1.5) in the largest cities (over 500,000 population). Managers in cities under 100,000 (with the exception of cities under 2,500) opposed a full-time staff for the mayor, with a weighted mean of at least 4.0 for each population group. Northeastern cities, central cities, and mayor-council and representative town meeting cities opposed a mayor's staff less strongly than did managers in other regional, city type, and form of government classifications (Table 2/2).

Managerial Styles. Chief administrative officers were asked to respond to a series of questions regarding their method or manner of management (Tables 2/4 and 2/5). Responses (on a scale of 1 to 5 with 1 being "always" and 5 "never") indicated that the items managers engaged in more often included: setting the council's agenda; participating in the formulation of municipal policy; playing a leading role in policy making; and orienting new council members as regards the manager's opinion on major municipal issues. Managers were least likely to be involved in assisting council members coming up for reelection and in encouraging the council to become involved in management decisions.

Table 2/4 presents responses to managerial

Table 2/2 MANAGER/CAO ATTITUDES REGARDING ELECTION AND STATUS OF MAYOR AND COUNCIL

	Full-time paid mayor		Direct election of mayor		Council election by district	
Classification	No. reporting	Weighted mean	No. reporting	Weighted mean	No. reporting	Weighted mean
Total, all cities	1,650	4.1	1,653	2.5	1,593	3.6
Population group						
Over 500,000	4	1.7	4	1.5	4	4.0
250,000-500,000	15	3.2	15	2.4	13	4.1
100,000-249,999	39	3.6	39	2.3	37	3.7
50,000- 99,999	125	4.1	124	2.4	123	4.1
25,000- 49,999	231	4.2	233	2.6	225	3.8
10,000- 24,999	472	4.2	472	2.5	458	3.6
5,000- 9,999	378	4.2	382	2.4	364	3.5
2,500- 4,999	269	4.0	269	2.4	261	3.3
Under 2,500	117	3.9	115	2.5	108	3.1
Geographic region						
Northeast	338	3.9	334	2.5	316	3.4
North Central	415	4.1	419	2.5	412	3.5
South	491	4.3	493	2.2	468	3.7
West	406	4.1	407	2.7	397	3.7
Metro/city type						
Central	156	3.9	156	2.4	150	4.0
Suburban	812	4.1	814	2.5	788	3.6
Independent	682	4.1	683	2.5	655	3.4
Form of government						
Mayor-council	131	3.7	130	2.0	124	3.3
Council-manager	1,510	4.2	1,514	2.5	1,461	3.6
Commission	5	3.6	5	1.4	4	3.0
Town meeting	3	4.0	3	3.6	3	3.6
Rep. town meeting	1	5.0	1	5.0	1	2.0

balance of table below ↓

Table 2/2 continued

	Council election at large[1]		Council election mixed[2]		Full-time paid council		Full-time staff for mayor	
Classification	No. reporting	Weighted mean	No. reporting	Weighted mean	No. reporting	Weighted mean	No. reporting	Weighted mean
Total, all cities	1,634	2.6	1,578	3.2	1,630	4.3	1,636	4.0
Population group								
Over 500,000	4	2.0	4	3.7	4	3.5	4	1.5
250,000-500,000	14	2.1	15	2.8	15	4.1	15	2.3
100,000-249,999	38	2.9	37	2.9	37	4.5	39	3.3
50,000- 99,999	122	2.8	123	3.2	125	4.5	125	4.1
25,000- 49,999	231	2.7	229	3.3	232	4.5	233	4.2
10,000- 24,999	469	2.7	458	3.2	470	4.4	471	4.1
5,000- 9,999	376	2.5	359	3.1	381	4.2	380	4.1
2,500- 4,999	264	2.4	249	3.2	262	4.2	262	4.0
Under 2,500	116	2.6	104	3.2	104	4.0	107	3.8
Geographic region								
Northeast	330	2.5	316	3.0	330	4.1	330	3.7
North Central	414	2.7	401	3.0	410	4.4	415	4.1
South	487	2.3	461	3.2	488	4.5	488	4.2
West	403	2.8	400	3.4	402	4.3	403	4.1
Metro/city type								
Central	153	2.6	149	3.1	154	4.5	156	3.7
Suburban	807	2.6	783	3.2	813	4.4	810	4.1
Independent	674	2.5	646	3.1	663	4.3	670	4.1
Form of government								
Mayor-council	126	2.4	120	3.1	125	4.2	125	3.5
Council-manager	1,499	2.6	1,450	3.2	1,496	4.3	1,502	4.1
Commission	5	1.8	4	3.0	5	4.4	5	3.6
Town meeting	3	2.6	3	3.3	3	4.3	3	3.6
Rep. town meeting	1	1.0	1	2.0	1	5.0	1	3.0

Note: Respondents were asked to evaluate their attitudes regarding the election and status of mayor and council on a five-point scale: 1 being strongly favor and 5 being strongly oppose.

[1] City council elected at large but residing in district.

[2] Mixed council: some at large, some by district.

style issues by population group, geographic region, city type, and form of government. Table 2/5 shows an aggregate summary of the responses.

Setting the Council Agenda. Responses in Table 2/4 indicate that, generally, the smaller the city the more frequently the administrator is responsible for setting the agenda. Only in cities over 500,000 population does it appear that a separate administrative unit may be assigned this responsibility. As a whole, managers indicate some responsibility for setting the council agenda; only 2.9% (Table 2/5) indicated they never set the agenda.

Policy Issues. Managers report almost universal participation in the formulation of municipal policy: nearly 90% (Table 2/5) indicate they always or nearly always are participants in the formulation of municipal policy. There is a slight tendency for greater participation by managers/CAOs in larger cities (Table 2/4).

Managers appear to be less involved in initiating municipal policy than in participating in policy formulation; about 64% report always or nearly always being involved in policy initiation (Table 2/5). Over 60% of the respondents feel that they always or nearly always play a leading role in policy making, while 4.4% indicate they never take a lead in making municipal policy (Table 2/5).

About 35% of the respondents indicate that they always or nearly always act as administrators, leaving policy matters to the city council. While the weighted mean of 3.0 is the center of the range, the high percentage of respondents who indicate avoidance of policy matters (38%) fails to agree substantially with the reported manager involvement in the initiation of municipal policy. This suggests that managers who perceive themselves as administrators only feel that they can engage in municipal policy issues while maintaining a predominantly administrative role.

Consultation with Council. Managers gener-

(text continued on page 154)

Table 2/3 SUMMARY OF MANAGER/CAO ATTITUDES REGARDING ELECTION AND STATUS OF MAYOR AND COUNCIL

Election and status of mayor and council	No. of cities reporting (A)	Strongly favor		Favor		Neutral		Oppose		Strongly oppose		Weighted mean
		No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	
Full-time paid mayor	1,650	39	2.7	49	3.0	370	22.4	341	20.7	851	51.6	4.1
Direct election of mayor	1,653	535	32.4	252	15.2	494	29.9	197	11.9	175	10.6	2.5
City council elected by district	1,593	130	8.2	154	9.7	408	25.6	386	24.2	515	32.3	3.6
City council elected at large but residing in district	1,634	392	24.0	333	20.4	536	32.8	237	14.5	136	8.3	2.6
Mixed council: some at large, some by district	1,578	143	9.1	241	15.3	605	38.3	295	18.7	294	18.6	3.2
Full-time paid council	1,630	27	1.7	33	2.0	239	14.7	330	20.2	1,001	61.4	4.3
Full-time staff for mayor	1,636	68	4.2	73	4.5	329	20.1	332	20.3	834	51.0	4.0

Note: Respondents were asked to evaluate their attitudes regarding the election and status of mayor and council on a five-point scale: 1 being strongly favor and 5 being strongly oppose. Percentages for each evaluation may not add to 100% owing to rounding.

Table 2/4 MANAGER/CAO MANAGERIAL STYLES[1]

					Consult with council before					
	Initiate municipal policies		Participate in municipal policy formulation		Drafting budget proposal		Appointing department heads		Removing department heads	
Classification	No.	Weighted mean	No.	Weighted mean	No.	Weighted mean	No.	Weighted mean	No.	Weighted mean
Total, all cities	1,687	2.3	1,697	1.5	1,694	2.5	1,683	2.5	1,662	2.4
Population group										
Over 500,000	4	3.0	4	1.0	4	2.0	4	3.0	4	3.2
250,000-500,000	13	2.1	14	1.2	14	2.5	14	2.7	13	2.7
100,000-249,999	39	2.1	39	1.5	39	3.0	38	3.6	37	3.3
50,000- 99,999	125	2.2	126	1.6	125	2.9	125	2.8	125	2.7
25,000- 49,999	235	2.3	236	1.6	235	2.9	229	2.8	228	2.6
10,000- 24,999	479	2.3	482	1.6	476	2.5	477	2.5	470	2.3
5,000- 9,999	388	2.3	385	1.5	390	2.3	389	2.4	384	2.4
2,500- 4,999	277	2.3	279	1.5	280	2.4	279	2.2	276	2.2
Under 2,500	127	2.3	132	1.4	131	2.1	128	2.1	125	2.0
Geographic region										
Northeast	353	2.3	359	1.5	358	2.5	350	2.2	343	2.1
North Central	424	2.3	427	1.5	426	2.5	422	2.6	418	2.5
South	500	2.2	502	1.5	501	2.4	501	2.7	495	2.7
West	410	2.3	409	1.6	409	2.6	410	2.5	406	2.2
Metro/city type										
Central	154	2.1	155	1.5	155	2.7	151	2.9	149	2.9
Suburban	830	2.3	831	1.6	826	2.6	821	2.5	812	2.3
Independent	703	2.2	711	1.5	713	2.3	711	2.4	701	2.4
Form of government										
Mayor-council	130	2.2	132	1.5	130	2.2	123	1.7	121	1.7
Council-manager	1,548	2.3	1,556	1.5	1,555	2.5	1,551	2.6	1,532	2.5
Commission	5	2.4	5	1.8	5	2.2	5	1.0	5	1.0
Town meeting	3	2.3	3	2.0	3	2.6	3	2.0	3	2.0
Rep. town meeting	1	2.0	1	1.0	1	3.0	1	2.0	1	2.0

table continued on next page →

Table 2/4 continued

Classification	Orient new council on major issues position		Assist council members up for reelection		Work informally with council on policy proposals		Play leading role in policy making		Resist council involvement in administration	
	No.	Weighted mean	No.	Weighted mean	No.	Weighted mean	No.	Weighted mean	No.	Weighted mean
Total, all cities	1,681	1.9	1,654	4.1	1,684	2.3	1,680	2.3	1,670	1.8
Population group										
Over 500,000	4	1.7	3	4.3	4	2.2	3	2.6	4	2.0
250,000-500,000	14	2.1	14	3.8	14	2.4	13	1.9	13	2.0
100,000-249,999	39	1.9	38	4.3	39	2.3	39	2.3	38	1.8
50,000- 99,999	125	2.0	122	4.1	125	2.4	126	2.2	124	1.6
25,000- 49,999	232	1.9	229	4.1	232	2.4	234	2.3	228	1.7
10,000- 24,999	477	1.9	469	4.1	479	2.4	479	2.3	479	1.7
5,000- 9,999	388	1.9	383	4.1	385	2.3	384	2.3	383	1.9
2,500- 4,999	278	1.8	275	3.9	279	2.2	279	2.2	277	2.0
Under 2,500	124	1.8	121	4.0	127	2.2	123	1.9	124	2.2
Geographic region										
Northeast	344	1.9	345	4.1	352	2.3	354	2.2	346	1.9
North Central	426	2.0	415	4.2	427	2.5	426	2.3	426	1.8
South	501	1.9	492	4.1	495	2.3	498	2.3	494	1.8
West	410	1.8	402	3.9	410	2.3	402	2.4	404	1.8
Metro/city type										
Central	153	2.0	150	4.1	154	2.4	153	2.2	151	1.7
Suburban	824	1.9	811	4.1	825	2.3	830	2.3	816	1.8
Independent	704	1.9	693	4.0	705	2.3	697	2.2	703	1.9
Form of government										
Mayor-council	128	1.9	126	4.1	129	2.2	129	2.2	130	1.7
Council-manager	1,545	1.9	1,519	4.0	1,546	2.3	1,542	2.3	1,531	1.8
Commission	4	1.2	5	4.2	5	2.2	5	2.6	5	2.2
Town meeting	3	1.3	3	4.3	3	2.6	3	2.3	3	2.3
Rep. town meeting	1	2.0	1	5.0	1	1.0	1	2.0	1	1.0

balance of table below ↓

Table 2/4 continued

Classification	Speak on controversial issues to civic groups		Work through influentials to achieve policy goals		Maintain neutrality on divisive issues		Administrate and leave policy to council		Set council agenda		Encourage council involvement in management	
	No.	Weighted mean	No.	Weighted mean	No.	Weighted mean	No.	Weighted mean	No.	Weighted mean	No.	Weighted mean
Total, all cities	1,683	2.9	1,684	2.9	1,671	3.0	1,666	3.0	1,695	1.4	1,693	3.7
Population group												
Over 500,000	4	3.0	4	3.0	4	2.2	4	2.7	4	2.7	4	4.2
250,000-500,000	14	2.8	14	2.5	14	3.7	13	3.2	14	1.7	14	3.8
100,000-249,999	39	2.5	38	2.7	38	3.3	39	3.3	39	1.6	39	4.0
50,000- 99,999	125	2.8	125	2.7	126	3.1	125	3.2	125	1.6	126	4.1
25,000- 49,999	232	2.9	233	2.9	229	2.9	233	3.2	232	1.5	234	4.1
10,000- 24,999	478	2.9	481	3.0	479	3.0	468	3.0	481	1.4	479	3.8
5,000- 9,999	386	2.9	383	3.0	382	2.9	385	2.7	391	1.4	386	3.7
2,500- 4,999	278	3.0	279	2.8	271	2.9	275	2.8	284	1.3	282	3.4
Under 2,500	127	2.8	127	2.8	128	2.7	124	2.9	125	1.4	129	3.2
Geographic region												
Northeast	348	3.0	354	2.9	347	3.0	347	2.9	357	1.6	352	3.5
North Central	426	2.9	421	3.0	424	3.0	421	3.1	427	1.4	426	3.8
South	499	3.0	499	2.9	493	3.0	491	2.8	504	1.4	503	3.8
West	410	2.8	410	2.8	407	3.0	407	3.0	407	1.3	412	3.8
Metro/city type												
Central	155	2.7	154	2.8	153	3.2	153	3.3	155	1.6	155	4.0
Suburban	823	3.0	822	3.0	820	2.9	819	2.9	828	1.5	825	3.8
Independent	705	2.8	708	2.8	698	3.0	694	2.9	712	1.4	713	3.6
Form of government												
Mayor-council	129	2.9	129	2.8	131	2.7	128	3.0	131	1.7	132	3.4
Council-manager	1,545	2.9	1,546	2.9	1,531	3.0	1,529	3.0	1,555	1.4	1,552	3.8
Commission	5	3.0	5	2.2	5	3.0	5	3.6	5	1.8	5	2.8
Town meeting	3	3.6	3	3.0	3	2.6	3	2.6	3	2.3	3	3.6
Rep. town meeting	1	2.0	1	3.0	1	5.0	1	4.0	1	3.0	1	4.0

Note: Respondents were asked to indicate managerial styles on a five-point scale: 1 being always and 5 being never.

[1] The methods of management, as they appeared in the questionnaire, are shown in Table 2/5.

Table 2/5 SUMMARY OF MANAGER/CAO MANAGERIAL STYLES

Methods of management	No. of cities reporting (A)	Always		Nearly always		Sometimes		Once in a while		Never		Weighted mean
		No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	
Initiate municipal policies	1,687	208	12.3	864	51.2	524	31.1	46	2.7	45	2.7	2.3
Participate in the formulation of municipal policy	1,697	913	53.8	600	35.4	169	10.0	12	0.7	3	0.2	1.5
Consult with the council before drafting the budget proposal	1,694	517	30.5	335	19.8	396	23.4	281	16.6	165	9.7	2.5
Consult with the council before appointing department heads	1,683	577	34.3	284	16.9	381	22.7	228	13.5	213	12.7	2.5
Consult with the council before removing department heads	1,662	614	36.9	293	17.6	348	20.9	211	12.7	196	11.8	2.4
Orient new council members about my position on major issues	1,681	753	44.8	470	28.0	306	18.2	94	5.6	58	3.5	1.9
Give assistance to council members who are coming up for reelection	1,654	97	5.9	106	6.4	253	15.3	280	16.9	918	55.5	4.1
Work informally with council members to prepare policy proposals	1,684	330	19.6	618	36.7	560	33.3	116	6.9	60	3.6	2.3
Play a leading role in policy making	1,680	395	23.5	652	38.8	425	25.3	134	8.0	74	4.4	2.3
Resist council involvement in administration	1,670	777	46.5	522	31.3	225	13.5	77	4.6	69	4.1	1.8
Speak on controversial municipal issues before civic, service, business, church groups, etc.	1,683	137	8.1	452	26.9	670	39.8	227	13.5	197	11.7	2.9
Work through influential community members to achieve policy goals	1,684	149	8.8	442	26.2	634	37.6	280	16.6	179	10.6	2.9
Maintain a neutral stand on any issues which may divide the community (taxation, housing, etc.)	1,671	200	12.0	286	17.1	652	39.0	380	22.7	153	9.2	3.0
Act as an administrator, and leave policy matters to the council	1,666	216	13.0	368	22.1	448	26.9	465	27.9	169	10.1	3.0
Set council agenda	1,695	1,187	70.0	342	20.2	87	5.1	30	1.7	49	2.9	1.4
Encourage city council to become involved in management decisions	1,693	93	5.5	132	7.8	421	24.9	464	27.4	583	34.4	3.7

Note: Respondents were asked to indicate managerial styles on a five-point scale: 1 being always and 5 being never. Percentages for each evaluation may not add to 100% owing to rounding.

Table 2/6 EXPECTATIONS OF MANAGER/CAO BY COUNCIL AS PERCEIVED BY RESPONDENTS[1]

Classification	Exercise political leadership		Exercise administrative leadership		Advise council		Participate in issue formulation		Develop objectives and strategies		Other expectations	
	No.	Weighted mean	No.	Weighted mean	No.	Weighted mean	No.	Weighted mean	No.	Weighted mean	No.	Weighted mean
Total, all cities	1,342	5.0	1,553	1.2	1,532	2.5	1,522	2.8	1,515	3.4	195	4.6
Population group												
Over 500,000	2	5.5	4	1.0	3	2.3	3	2.6	3	4.0	1	5.0
250,000-500,000	10	5.0	14	1.3	14	3.0	15	2.5	14	3.0	0	0.0
100,000-249,999	36	5.1	38	1.3	38	2.8	38	2.8	38	3.1	11	4.8
50,000- 99,999	93	5.1	115	1.2	112	2.6	112	2.7	112	3.4	15	4.5
25,000- 49,999	195	5.1	219	1.3	217	2.6	218	2.7	216	3.3	29	4.6
10,000- 24,999	379	5.0	442	1.3	435	2.5	434	2.8	431	3.4	50	4.6
5,000- 9,999	309	5.0	354	1.2	352	2.4	346	2.9	345	3.4	46	4.6
2,500- 4,999	221	5.0	252	1.1	248	2.5	245	2.9	247	3.4	28	4.8
Under 2,500	97	5.0	115	1.3	113	2.3	111	2.9	109	3.5	15	4.3
Geographic region												
Northeast	265	5.1	322	1.3	312	2.4	310	2.8	307	3.3	52	4.6
North Central	350	5.0	399	1.2	396	2.4	393	2.8	393	3.4	41	4.4
South	400	5.0	456	1.2	451	2.5	449	2.9	448	3.3	47	4.6
West	327	5.0	376	1.3	373	2.6	370	2.7	367	3.3	55	4.8
Metro/city type												
Central	120	5.0	142	1.2	140	2.6	142	2.8	141	3.3	21	4.7
Suburban	652	5.1	760	1.2	748	2.5	744	2.8	736	3.4	103	4.5
Independent	570	5.0	651	1.3	644	2.5	636	2.8	638	3.4	71	4.7
Form of government												
Mayor-council	105	5.0	121	1.2	117	2.3	118	2.9	116	3.4	11	4.2
Council-manager	1,229	5.0	1,423	1.2	1,406	2.5	1,395	2.8	1,390	3.3	181	4.6
Commission	4	5.2	5	1.4	5	2.4	5	2.2	5	4.0	1	5.0
Town meeting	3	5.3	3	1.3	3	2.3	3	3.3	3	3.0	1	5.0
Rep. town meeting	1	6.0	1	1.0	1	2.0	1	3.0	1	4.0	1	5.0

Note: Respondents were asked to describe their perception of council expectations of them by ranking answers to statements 1 to 6: 1 being most closely descriptive and 6 being least descriptive.

[1] The expectation statements as they appeared in the questionnaire are shown in Table 2/7.

Table 2/7 SUMMARY OF EXPECTATIONS OF MANAGER/CAO BY COUNCIL AS PERCEIVED BY RESPONDENTS

Expectation by council	No. of cities reporting (A)	Most descriptive		Second most descriptive		Third most descriptive		Fourth most descriptive		Fifth most descriptive		Least descriptive		Weighted mean
		No. (B)	% of (A)	No. (C)	% of (A)	No. (D)	% of (A)	No. (E)	% of (A)	No. (F)	% of (A)	No. (G)	% of (A)	
Exercise political leadership	1,342	8	0.6	10	0.7	14	1.0	22	1.6	1,082	80.6	206	15.4	5.0
Exercise administrative leadership	1,553	1,292	83.2	131	8.4	76	4.9	52	3.3	2	0.1	0	0.0	1.2
Advise them (answer questions, give background or technical data)	1,532	105	6.9	805	52.6	334	21.8	274	17.9	14	0.9	0	0.0	2.5
Participate in the formulation of issues, objectives, and plans (e.g., develop pros and cons, provide guidelines)	1,522	121	8.0	356	23.4	662	43.5	369	24.2	14	0.9	0	0.0	2.8
Develop and recommend objectives or planning strategies in well defined issue areas	1,515	32	2.1	221	14.6	432	28.5	776	51.2	52	3.4	2	0.1	3.4
Other expectations	195	11	5.6	9	4.6	5	2.6	13	6.7	129	66.2	28	14.4	4.6

Note: Respondents were asked to describe their perceptions of council expectations of them by ranking answers to statements 1 to 6: 1 being most closely descriptive and 6 being least descriptive. Percentages for each ranking may not add to 100% owing to rounding.

Table 2/8 RACE OR ETHNIC BACKGROUND OF APPOINTED EXECUTIVES

Classification	No. of cities reporting (A)	American Indian		Caucasian		Mexican-American		Negro		Oriental		Other	
		No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)
Total, all cities	1,717	8	0	1,678	98	8	0	7	0	0	0	16	1
Population group													
Over 500,000	5	0	0	5	100	0	0	0	0	0	0	0	0
250,000-500,000	15	0	0	14	93	0	0	1	7	0	0	0	0
100,000-249,999	39	0	0	39	100	0	0	0	0	0	0	0	0
50,000- 99,999	126	0	0	124	98	0	0	2	2	0	0	0	0
25,000- 49,999	237	0	0	234	99	0	0	2	1	0	0	1	0
10,000- 24,999	481	4	1	468	97	4	1	1	0	0	0	4	1
5,000- 9,999	395	0	0	386	98	2	1	1	0	0	0	6	2
2,500- 4,999	284	1	0	279	98	1	0	0	0	0	0	3	1
Under 2,500	135	3	2	129	96	1	1	0	0	0	0	2	1
Geographic region													
Northeast	367	2	1	358	98	0	0	1	0	0	0	6	2
North Central	430	1	0	423	98	0	0	4	1	0	0	2	0
South	507	3	1	498	98	1	0	1	0	0	0	4	1
West	413	2	0	399	97	7	2	1	0	0	0	4	1
Metro/city type													
Central	156	0	0	153	98	0	0	2	1	0	0	1	1
Suburban	840	3	0	821	98	5	1	5	1	0	0	6	1
Independent	721	5	1	704	98	3	0	0	0	0	0	9	1
Form of government													
Mayor-council	134	1	1	130	97	0	0	1	1	0	0	2	1
Council-manager	1,572	7	0	1,537	98	8	1	6	0	0	0	14	1
Commission	6	0	0	6	100	0	0	0	0	0	0	0	0
Town meeting	4	0	0	4	100	0	0	0	0	0	0	0	0
Rep. town meeting	1	0	0	1	100	0	0	0	0	0	0	0	0

ally consult with the council prior to drafting the budget or appointing or removing department heads. For each of these three issues over half of the managers always or nearly always consult with council prior to taking action (Table 2/5).

Council/Management Roles. Nearly three-fourths (72.8%) of the administrators report that they always or nearly always orient new council members about their position on major issues (Table 2/5). There appears to be little significant variance in responses related to population, geographic area, or city type (Table 2/4).

Responses to questions regarding the role of council in management issues show some interesting variations. Over 77% of the respondents (Table 2/5) report that they always or nearly always resist council involvement in management issues, while about 8% rarely resist. Only 13.3% of managers report that they always or nearly always encourage council involvement in management decisions.

Assistance in Reelection of Council. More than 70% of the respondents report rare or no assistance to members of the city council coming up for reelection, while 15.3% indicate that they sometimes give assistance; over 12% report that they always or nearly always give help to incumbent candidates (Table 2/5).

Council Expectations. Manager/CAO perceptions of council's expectations of them are presented in Tables 2/6 and 2/7. Respondents were asked to rank expectation on a scale of 1 to 6 (with 1 being "most descriptive" of expectations and 6 being "least descriptive"). It appears that managers perceive council expectations in the following rank order:

1. Exercise administrative leadership
2. Advise council with factual data
3. Provide issue formulation guidelines, pros and cons
4. Recommend strategies, develop plans
5. Exercise political leadership.

Managers overwhelmingly vote the exercise of administrative leadership as the number one council expectation. Over four-fifths (83.2%) (Table 2/7) selected this statement as the most descriptive of council expectations. In contrast, less than 1% of the managers chose the exercise of political leadership as council's number one expectation, while over 15% felt that it was least descriptive of what council expected.

Table 2/9 SEX OF APPOINTED EXECUTIVES

Classification	No. of cities reporting (A)	Male		Female	
		No.	% of (A)	No.	% of (A)
Total, all cities	1,730	1,715	99	15	1
Population group					
Over 500,000	5	5	100	0	0
250,000-500,000	15	15	100	0	0
100,000-249,999	39	39	100	0	0
50,000- 99,999	126	126	100	0	0
25,000- 49,999	237	236	100	1	0
10,000- 24,999	486	484	100	2	0
5,000- 9,999	397	395	99	2	1
2,500- 4,999	288	287	100	1	0
Under 2,500	137	128	93	9	7
Geographic region					
Northeast	375	364	97	11	3
North Central	430	430	100	0	0
South	510	508	100	2	0
West	415	413	100	2	0
Metro/city type					
Central	157	157	100	0	0
Suburban	842	835	99	7	1
Independent	731	723	99	8	1
Form of government					
Mayor-council	134	134	100	0	0
Council-manager	1,585	1,570	99	15	1
Commission	6	6	100	0	0
Town meeting	4	4	100	0	0
Rep. town meeting	1	1	100	0	0

APPOINTED EXECUTIVES AND ISSUES OF SOCIAL POLICY

Not too long ago, while the smoke and ashes of Watts, Detroit, Washington, and Cleveland were still casting their pall over every other American city, a symposium, edited by Keith F. Mulrooney, in a major journal in 1971[1] asked two very pointed questions about the ability and capacity of city managers and their cities to meet the issues of social reform, namely:

1. Is there anything inherent in the council-manager plan, or in city managers themselves, which would make the plan or the manager himself constitutionally unsuited to deal effectively with major social problems?
2. Can the manager communicate with and be truly responsive to the needs of minority groups?

The two questions are central issues because they speak to serious and widely held reservations about the capacity and the willingness of appointed municipal executives — and city managers in particular — to become personally involved in a commitment to social change in their communities. Two of the oldest arguments against the city manager are his alleged insensitivity to the needs of the people as individuals and his reliance on physical development and general services as opposed to social and economic welfare matters — the old "nuts and bolts" approach which some managers have, unfortunately, adopted as an upper limit on their professional concerns.

Mulrooney's two queries are no more than these two old objections stated in contemporary terms and applied to issues of racial equality, economic welfare, and the social scope of city government. To these questions the following might profitably be added: "Can the city manager do very much about responsiveness to these problems if elected officials oppose the action or are indifferent?" Are not issues of social policy beyond the purview of the manager by any definition of his policy/leadership role, no matter how broad? But beyond such either/or kinds of dilemmas is the fact that the federal government is looking, increasingly, directly to local governments and their executives to address problems which by tradition, and often by calculation, are considered beyond the scope or responsibility of such governments.

Equal employment opportunity and its attendant affirmative action requirements, fair labor standards, and citizen involvement, for example, all represent deep and permanent incursions into the formation and execution of public policy on the local level. When these national policy goals are added as conditions to grants-in-aid and revenue sharing blocks, the trade-off becomes the exchange of sorely needed fiscal resources in return for the implementation of national policy goals. Furthermore, whatever the city does in support of these goals will to some degree become a demand for similar action in the private affairs of the community. The appointed executive is involved in this process of change whether he likes it or not, and the policy choices he assists in making will have serious consequences for the future of the city he serves and the profession to which he belongs. Involvement is no longer a matter of choice, even if a community is able for the moment to avoid reliance on federal resources.

The manager/CAO profile contained several questions which were designed to plumb the attitudes and responses of appointed local government executives toward specific social policy issues. Because city managers usually have greater formal authority and responsibility than city or township administrators and chief administrative officers, their positions on such issues, and their policy positions relative to them, have much greater significance than those of executives tied directly to the fortunes of elected mayors, bodies of selectmen, or commissions. City managers form a core of continuing involvement and commitment which can be presumed to transcend the electoral process. For these reasons, the data in the profile survey relating to social and social policy issues have been analyzed from a focus on city managers as a group compared with other participating appointed general managers.

The entry of minorities and women into public management is, or should be, a primary concern of the city management profession. The rate at which such persons seek entry and achieve it is a direct measure of the professional openness demanded by the goals of equal employment opportunity. However, the management of American cities is still overwhelmingly the province of the male Caucasian. In cities in the 100,000 to 250,000 population group, and in those with more than 500,000, where minority groups comprise major segments of the population, management by Caucasians is total (Table 2/8). Whether cities are classified by population, by geographical region, or by type of city (central, suburban, independent), the male Caucasian dominance exceeds 95% in all classifications but two (Tables 2/8 and 2/9), and in these it drops to a mere 93%. Table 2/8 indicates race or ethnic background of appointed executives.

Where the sex of the appointee is the variable, a similar situation prevails. In cities of 50,000 and above population, male dominance is again complete (Table 2/9). Among reporting cities with populations less than 50,000 only 15 out of 1,545, approximately 1%, are headed by ap-

Table 2/10 CITIES TAKING AFFIRMATIVE ACTION FOR WOMEN, WITH SOURCE OF AFFIRMATIVE ACTION INITIATIVE

						How action taken															
		No action taken		Action taken		Manager/ CAO initiative		Council initiative		With council support		Over council reluctance		Court order		Federal or state law		Citizen pressure		Other means	
Classification	No. of cities reporting (A)	No.	% of (A)	No. (B)	% of (A)	No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)
Total, all cities	1,655	899	54	756	46	636	84	84	11	390	52	8	1	2	0	66	9	25	3	33	4
Population group																					
Over 500,000	5	0	0	5	100	4	80	2	40	3	60	0	0	0	0	1	20	2	40	0	0
250,000-500,000	14	3	21	11	79	9	82	6	55	11	100	0	0	0	0	3	27	3	27	1	9
100,000-249,999	39	6	15	33	85	30	91	7	21	19	58	1	3	0	0	3	9	2	6	2	6
50,000- 99,999	120	31	26	89	74	76	85	4	4	51	57	1	1	0	0	16	18	9	10	8	9
25,000- 49,999	232	89	38	143	62	122	85	17	12	71	50	1	1	0	0	18	13	3	2	10	7
10,000- 24,999	471	238	51	233	49	199	85	20	9	114	49	5	2	2	1	20	9	5	2	9	4
5,000- 9,999	371	236	64	135	36	108	80	18	13	65	48	0	0	0	0	4	3	0	0	3	2
2,500- 4,999	271	195	72	76	28	63	83	6	8	41	54	0	0	0	0	1	1	0	0	0	0
Under 2,500	132	101	77	31	23	25	81	4	13	15	48	0	0	0	0	0	0	1	3	0	0
Geographic region																					
Northeast	348	245	70	103	30	73	71	15	15	49	48	2	2	0	0	8	8	2	2	6	6
North Central	417	238	57	179	43	154	86	16	9	90	50	3	2	0	0	20	11	7	4	9	5
South	489	250	51	239	49	208	87	26	11	128	54	0	0	0	0	12	5	5	2	5	2
West	401	166	41	235	59	201	86	27	11	123	52	3	1	2	1	26	11	11	5	13	6
Metro/city type																					
Central	154	36	23	118	77	99	84	20	17	67	57	1	1	0	0	26	22	12	10	5	4
Suburban	807	435	54	372	46	311	84	38	10	187	50	4	1	1	0	22	6	7	2	21	6
Independent	694	428	62	266	38	226	85	26	10	136	51	3	1	1	0	18	7	6	2	7	3
Form of government																					
Mayor-council	130	78	60	52	40	30	58	8	15	27	52	0	0	0	0	9	17	1	2	5	10
Council-manager	1,517	818	54	699	46	604	86	76	11	359	51	8	1	2	0	57	8	24	3	28	4
Commission	4	2	50	2	50	2	100	0	0	1	50	0	0	0	0	0	0	0	0	0	0
Town meeting	3	1	33	2	67	0	0	0	0	2	100	0	0	0	0	0	0	0	0	0	0
Rep. town meeting	1	0	0	1	100	0	0	0	0	1	100	0	0	0	0	0	0	0	0	0	0

Note: Percentages will add to more than 100% owing to multiple responses.

pointed female executives. Table 2/9 indicates, under form of government, that approximately 1% of council-manager cities are headed by women.

Of those cities taking part in the survey, 54% report no action to improve employment opportunities for women (Table 2/10). A smaller percentage (45%) report no action with regard to minorities (Table 2/11). Among the cities reporting affirmative action, council-manager cities are clearly ahead of mayor-council cities in both categories of effort. The conventional wisdom of political science, however, would lead us to expect an opposite result. Lineberry and Fowler examined reformed and unreformed cities for responsiveness in terms of policy outputs for taxation and expenditure. They concluded: "Our analysis has also demonstrated that reformism may be viewed as a continuous variable and that the political structures of the reform movement syndrome have an additive effect; the greater the reformism, the lower the responsiveness."[2] Assuming, as did Lineberry and Fowler, that mayor-council cities are unreformed by definition, Tables 2/10 and 2/11 indicate a significant difference in this particular aspect of political responsiveness. Council-manager cities, all products of the reform urge, seem definitely more ready to take affirmative action toward equal employment opportunity than do cities where the chief executive officer is elected.

Quite obviously, much remains to be done to encourage the entry of minority persons and women into the field of public management. Because elective office appears a more open avenue, minorities may not see professional management as a particularly effective way to enter a public career. Cities utilizing appointed executives tend still to be middle class and nonindustrial. Minority group municipal employees in such places have often been held to blue collar occupations — or, in the case of women, to clerical duties. Federal policies embodied in grant programs, through requirements for affirmative action plans broadening equal employment opportunity, are having an effect, but it will take at least a decade for such policies to become visibly effective in the managerial ranks through up-from-the-bottom career progressions.

Institutes of public affairs and schools of public administration are making vigorous and successful efforts to interest larger numbers of women and minority persons in careers in the public service. One finite parameter crucial to increasing the numbers of minorities and women in the profession is the willingness of managers as a group and as individuals to advocate and defend the principle of equal employment opportunity.

An appointed local government executive must operate within limits allowed him by the mayor, council, commission, or town meeting that employs him. The limits placed on the exercise of his professional judgment are those of a political body and not those of his own professional conscience. Whenever these limits must be challenged, the professional must be very sure of his ground or be at a make-or-break point personally. If the issue is social policy, or the social role of local government, the limits are sometimes reached rather quickly. The degree of such policy role freedom perceived by participating appointed local government executives is the subject of Tables 2/4 and 2/5.

Since the appointed executive or administrator must deal directly with legal mandates for social action, he may have to assume a policy leadership role that will make him appear an advocate of a particular policy. The elected official, prescriptively the policy initiator, can avoid the same label by treating the problem as a "staff" issue, raised in opposition to community values and opinions. The distribution of responses in Tables 2/4 and 2/5 seems to say that the appointed professional has a good deal of

Table 2/11 CITIES TAKING AFFIRMATIVE ACTION FOR MINORITIES, WITH SOURCE OF AFFIRMATIVE ACTION INITIATIVE

							How action taken															
		No action taken		Action taken		Manager/ CAO initiative		Council initiative		With council support		Over council reluctance		Court order		Federal or state law		Citizen pressure		Other means	
Classification	No. of cities reporting (A)	No.	% of (A)	No. (B)	% of (A)	No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)
Total, all cities	1,663	751	45	912	55	766	84	130	14	510	56	33	4	7	1	103	11	99	11	48	5
Population group																					
Over 500,000	5	0	0	5	100	5	100	2	40	4	80	1	20	1	20	1	20	3	60	0	0
250,000-500,000	14	0	0	14	100	12	86	6	43	11	79	1	7	3	21	4	29	4	29	1	7
100,000-249,999	38	1	3	37	97	33	89	11	30	23	62	1	3	1	3	7	19	11	30	2	5
50,000- 99,999	122	15	12	107	88	96	90	16	15	67	63	6	6	0	0	21	20	17	16	10	9
25,000- 49,999	235	67	29	168	71	140	83	26	15	91	54	6	4	0	0	22	13	19	11	11	7
10,000- 24,999	472	182	39	290	61	250	86	24	8	169	58	13	4	2	1	34	12	27	9	13	4
5,000- 9,999	377	217	58	160	42	125	78	25	16	81	51	3	2	0	0	12	8	14	9	8	5
2,500- 4,999	271	175	65	96	35	76	79	17	18	50	52	2	2	0	0	2	2	4	4	3	3
Under 2,500	129	94	73	35	27	29	83	3	9	14	40	0	0	0	0	0	0	0	0	0	0
Geographic region																					
Northeast	348	246	71	102	29	74	73	11	11	49	48	1	1	0	0	14	14	9	9	4	4
North Central	418	228	55	190	45	162	85	30	16	101	53	8	4	3	2	28	15	19	10	12	6
South	495	156	32	339	68	287	85	53	16	203	60	7	2	1	0	20	6	41	12	15	4
West	402	121	30	281	70	243	86	36	13	157	56	17	6	3	1	41	15	30	11	17	6
Metro/city type																					
Central	154	12	8	142	92	125	88	35	25	88	62	10	7	5	4	32	23	39	27	11	8
Suburban	810	391	48	419	52	349	83	56	13	227	54	15	4	1	0	43	10	23	5	21	5
Independent	699	348	50	351	50	292	83	39	11	195	56	8	2	1	0	28	8	37	11	16	5
Form of government																					
Mayor-council	131	78	60	53	40	38	72	7	13	30	57	0	0	2	4	11	21	9	17	3	6
Council-manager	1,524	671	44	853	56	726	85	122	14	477	56	33	4	5	1	92	11	89	10	45	5
Commission	4	0	0	4	100	2	50	1	25	1	25	0	0	0	0	0	0	1	25	0	0
Town meeting	3	1	33	2	67	0	0	0	0	2	100	0	0	0	0	0	0	0	0	0	0
Rep. town meeting	1	1	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Note: Percentages will add to more than 100% owing to multiple responses.

latitude for action in filling such voids, but he must select his ground fairly carefully if he wishes to act directly to suggest policy without specific support from elected officials. He is only occasionally free to speak out publicly in such situations, but once the issue is joined legislatively he is an important part of the decision-making process. When the issue is so divisive that the community is polarized, all of the professionals become more discrete about taking sides, although, again, city managers seem to have more freedom than CAOs in mayor-council cities.

Most city managers and many chief administrative officers have formal legal powers to hire and fire all other city employees, a principal tenet of reform politics. In managerial terms, the selection and control of principal subordinates, department heads, and various staff specialists is extremely important to the success of the appointed executive's tenure. While nearly 80% of the executives in the sample in Table 2/5 said they "always" or "nearly always" resist council involvement in administration, a much smaller percentage said they "always" or "nearly always" consult with the council before appointing or removing such employees.

In summary, Tables 2/4 and 2/5 suggest that in situations involving direct social action or policy intervention the appointed executive must, more often than not, assume the roles of devil's advocate, scapegoat, and whipping boy. His failure to act decisively may also earn him any or all of these appellations from outside authorities, as effectively as they will be applied internally if he appears too eager to respond to outside demands.

It was suggested in an earlier part of this discussion that one crucial parameter of the social responsiveness of council-manager governments and other forms using appointive general managers is the willingness of these professionals, as a group and as individuals, to advocate and defend the principle of equal employment opportunity. Table 2/12 indicates, very clearly, that public management professionals in local government are only marginally committed to the stated goals included in the 1969 ICMA policy statement "Managing for Social and Economic Opportunity." No more than approximately one-third of those responding were willing to state unequivocal support for the establishment of goals and objectives for the employment of minorities and women in local government. Even so, goals and objectives are not by any means finite commitments, and many interest groups representing minorities and women are calling for the imposition of quotas. There is some reason to believe also that the U.S. Equal Employment Opportunity Commission (EEOC) has an unstated policy of preference for quotas, since many of their reporting requirements stress the ratio of minorities and women to other employees in various dimensions of the work force.

Tables 2/10 and 2/11, however, mitigate to a degree the low level of personal commitment to equal employment opportunity observed in the respondents. While managers and chief administrators exhibit no strong personal commitment to such goals, they are far and away the principal initiators of affirmative action in their governments. Assuming this performance is prompted by no more than pragmatic acceptance of the realities embodied in state and federal legislation, it is still a remarkable reflection of the highest degree of professionalism: the acceptance and full implementation of a value not agreed with, but which does not offend ultimate professional standards.

Professional public management proceeded from the same reformist urge that established merit systems, civil service systems, and other public personnel system components based on the principles of objectivity and fairness. Table 2/13 illustrates the reaction of public management professionals to demands that minority

Table 2/12 MANAGER/CAO REACTION TO ESTABLISHMENT OF EMPLOYMENT GOALS AND OBJECTIVES FOR MINORITIES AND WOMEN, BY FORM OF GOVERNMENT

Form of government	No. of cities reporting (A)	Favor		Somewhat favor		Neutral		Somewhat oppose		Oppose		Weighted mean
		No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	
For minorities												
Council-manager	1,524	445	29.2	446	29.3	491	32.2	74	4.9	68	4.5	2.2
Mayor-council	132	35	26.6	44	33.3	42	31.8	5	3.8	6	4.6	2.2
Other forms	9	3	33.3	4	44.4	2	22.2	0	0.0	0	0.0	1.9
For women												
Council-manager	1,524	458	30.1	480	31.5	459	30.1	74	4.9	53	3.5	2.2
Mayor-council	130	38	29.2	43	33.1	42	32.3	2	1.5	5	3.9	2.1
Other forms	9	2	22.2	5	55.6	2	22.2	0	0.0	0	0.0	2.0

Note: Respondents were asked to evaluate their attitudes regarding employment goals for minorities and women on a five-point scale: 1 being favor and 5 being oppose. Percentages for each evaluation may not add to 100% owing to rounding.

Table 2/13 MANAGER/CAO REACTION TO TEMPORARY RELAXATION OF CIVIL SERVICE REQUIREMENTS TO INCREASE MINORITY EMPLOYMENT, BY FORM OF GOVERNMENT

Form of government	No. of cities reporting (A)	Favor		Somewhat favor		Neutral		Somewhat oppose		Oppose		Weighted mean
		No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	
Council-manager	1,516	93	6.1	165	10.9	270	17.8	312	20.6	676	44.6	3.8
Mayor-council	128	8	6.3	15	11.7	24	18.8	25	19.5	56	43.8	3.8
Commission	5	0	0	0	0	2	40.0	1	20.0	2	40.0	4.0
Town meeting	3	0	0	0	0	0	0	2	66.7	1	33.0	4.3
Rep. town meeting	1	0	0	0	0	0	0	0	0	1	100.0	5.0

Note: Respondents were asked to evaluate their attitudes regarding temporary relaxation of civil service requirements in order to increase minority employment on a five-point scale: 1 being favor and 5 being oppose. Percentages for each evaluation may not add to 100% owing to rounding.

group applicants should have various job-related requirements relaxed in their favor. This proposition is frequently advanced as a temporary expedient to speed up the integration of minorities into public employment. It assumes that various biases are embodied in job-related educational requirements, personnel tests, and experience requirements which minority candidates cannot be expected to meet initially because of past deprivations and societal discrimination. Urban management professionals responding to the manager/CAO profile overwhelmingly reject the concept of compensatory merit requirements.

There is a secondary range of social policy demands aimed at increasing the responsiveness of local governments. These demands, growing out of the "citizen participation" components of the War on Poverty and Model Cities programs, assume that policy-making bodies, especially governing bodies elected at large, and local governments headed by professional urban managers, are fundamentally insensitive to the concerns and amenities of groups and areas of less than city-wide scope. Banfield and Wilson[3] observed that the clash between the concept of the city as a competing group of neighborhoods and ethnic or religious identities (private-regarding ethos) and that of the city as a whole (public-regarding ethos) was a fundamental issue which separated middle class people from working class and minority group people. The two federal programs alluded to above have led to a general belief among some urban specialists that a fairer allocation of resources could be achieved by decentralizing the community development decision-making process. This belief has led to a fairly well-defined series of alternatives to achieve that end. Table 2/14 illustrates the reaction of urban management professionals to these alternatives. This is expressed as a series of weighted means indicating that, while this group of urban professionals is not flatly opposed to such mechanisms, it is almost totally skeptical of them as panaceas. On only one issue, neighborhood determination of community development priorities, do the respondents show enthusiasm, and here the overall mean indicates neutrality (3.0). Generally, responses for all four decision-making variables in the table give the impression of general skepticism bordering on opposition.

Another, more indirect, measure of responsiveness is found in the scope of federal resources sought through voluntary action by cities. The manager/CAO profile included a question on voluntary applications for four federal programs: Public Service Careers (PSC), Intergovernmental Personnel Act (IPA), Equal Employment Opportunity Act, and Section 701 of the Housing Act (Community Planning and Management [CPM]). An application under the terms of any of these acts constitutes acceptance of very definite commitments to improved opportunity for minority group employees through training and upgrading, to improved and more responsive personnel systems, or to expanded citizen involvement in community development decision making and better management systems. In the case of Equal Employment Opportunity applications, the city must agree to become the resource agency for the entire community, becoming the agent of conciliation and appeal for affirmative action. Table 2/15 indicates very clearly that the two programs preferred by most cities (IPA and CPM) are those with the most easily visible and direct payoffs and the least direct involvement in overt commitment to issues of social justice. It is interesting to note that cities with commission, town meeting, and representative town meeting forms have a markedly higher percentage of EEOC applications than do council-manager and mayor-council classifications. This is probably owing to the relative smallness of cities still governed by the commission form or by town meetings. Other data in the survey indicate that such cities are much more racially homegeneous than larger places and hence more likely to accept an advocacy role for equal employment opportunity, since it will not become a big issue in the community. These same cities had a very low rate of applications for Public Service Careers, indicating more than anything else that they probably do not require enough different types of employees, because of their size, to make PSC useful.

Table 2/14 MANAGER/CAO REACTION TO SELECTED MODES OF COMMUNITY DEVELOPMENT DECISION MAKING, BY FORM OF GOVERNMENT

	Weighted mean		
Proposals	Council-manager	Mayor-council	Other forms
Neighborhood determination of C.D. priorities . . .	2.4	2.4	2.6
Neighborhood authority to appropriate proportional share of yearly budget	4.1	4.2	4.1
Neighborhood level veto of C.D. activities proposed for that area	4.1	4.3	4.2
Formal clearance of all C.D. plans and policies by neighborhood groups before submission to council	3.5	3.5	3.7

Note: Respondents were asked to evaluate their attitudes regarding selected modes of community development decision making on a five-point scale: 1 being favor and 5 being oppose.

Table 2/15 CITIES APPLYING FOR SELECTED FEDERAL PROGRAM GRANTS, BY FORM OF GOVERNMENT

		Public Service Careers		Inter-governmental Personnel Act		Community Planning and Management		Equal Employment Opportunity	
Form of government	No. of cities reporting (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)
Council-manager	877	137	16	409	47	602	69	279	32
Mayor-council	65	11	17	33	51	47	72	12	18
Commission	2	0	0	1	50	1	50	1	50
Town meeting	2	0	0	0	0	2	100	1	50
Rep. town meeting	1	0	0	0	0	0	0	1	100

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[1] Keith F. Mulrooney, ed., "A Symposium — The American City Manager: An Urban Administrator in a Complex and Evolving Situation," *Public Administration Review* 31 (January/February 1971): 6-46.

[2] Robert L. Lineberry and Edmund P. Fowler, "Reformism and Public Policies in American Cities," *American Political Science Review* 61 (September 1967): 701-16.

[3] Edward C. Banfield and James Q. Wilson, *City Politics* (Cambridge, Mass.: Harvard University Press, 1963).

D Management: Current Issues

1 Result-Oriented Affirmative Action

2 Conflict of Interest Legislation and the Common Cause Model Act

3 Trends in Local Government Productivity

D1

Result-Oriented Affirmative Action*

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Approximately ten million state and local government employees are now specifically protected by federal law under the Equal Employment Opportunity Act of 1972 from employment discrimination based on race, color, religion, sex, and national origin. Approximately six million of these employees are in local government. Table 1/1 indicates the distribution of full-time local government employees by occupational categories, sex, and ethnicity according to the 1970 Census. A cursory analysis suggests that city, county, and other local government managers have substantial chance for improving employment opportunities for minorities and women in local government.

While federal laws and administrative regulations have for some years prohibited employment discrimination on the part of state and local governments, the Equal Employment Opportunity Act of 1972 adds powerful enforcement potential which local government managers must now take into account. The U.S. Equal Employment Opportunity Commission (EEOC) may investigate charges of employment discrimination, and, if no conciliation is achieved, the Department of Justice may bring suit against the offending agency. In addition, private persons may also initiate litigation.

Aside from avoiding federal or private enforcement actions, local government officials should be increasingly motivated to take affirmative action in order to comply with equal employment opportunity prerequisites of grant, contract, and revenue sharing arrangements with the federal government. In addition, local government officials must recognize their duty to deal equally with the community groups which their government is supposed to serve by including all those groups in government employment.

WHAT IS AFFIRMATIVE ACTION?

Affirmative action is a set of result-oriented actions and procedures by which discriminatory employment practices may be identified and corrected and by which minorities and women may be provided the equality of employment opportunity so long denied them because of discrimination based on race, color, religion, sex, or national origin.

The concept of affirmative action was given the status of federal policy by Executive Order 10926 in the early sixties. The concept was reaffirmed in President Johnson's Executive Order 11246 (September 1965) and President Nixon's Executive Order 11478 (August 1969). In all these executive orders the primary thrust was to improve the employment opportunities of minorities and women by requiring federal government contractors and (eventually) grantees to take positive steps to ensure equality of employment opportunity.

WHY TAKE AFFIRMATIVE ACTION?

The primary rationale for imposing affirmative action requirements was that the federal policy requiring nondiscrimination had not, over more than a decade, produced significant improvements. By 1960 it was clear that conscious direct action was not the primary cause of discrimination. Rather, the major impact of discrimination in employment was seen to result from the disparate operation of apparently neutral employment practices and criteria.

Over the decade of the sixties, culminating with the Supreme Court decision in *Griggs* v. *Duke Power Company*,[1] discrimination was redefined by Congress, the executive branch, and the courts to emphasize "consequence" rather than "evil intent" or "unequal treatment." As Chief Justice Burger made clear in the *Griggs* case, intent and neutrality were not the tests to be used. What matters is results. If an employment practice or criterion operates with disparate effect upon a class of people distinguished by race, color, religion, sex, or national origin, then such practice is prima facie discriminatory. Employers using practices with such disparate consequences are put to the burden of proving the business necessity of such practices. In short, discrimination may be inherently "systemic," and if so, unless justified by business necessity, the offending employment system must be changed.

The redefinition of discrimination, recognizing its systemic nature, brought about the need to develop remedies appropriate to the new definition. While there are probably a number of sources upon which the courts drew, there is little doubt that the executive orders (and their consequent guidelines) and the guidelines and decisions of EEOC were given substantial weight.[2] Thus the notion of affirmative action was not only recognized by the courts but was translated into a set of remedial actions directed by the courts to provide full relief to all members of groups found to have suffered from discriminatory employment systems. Particularly pertinent here is imposed remedial affirmative action to alleviate the "present effects" of "past discrimination."[3] This was considered necessary to avoid leaving victims of past discrimination with a 50-yard disadvantage in a now fair 100-yard race.

Reinforced by the court decisions of the late sixties and early seventies, those federal agencies operating under executive orders have increasingly required aggressive positive action where underutilization of minorities and women has been found to exist. Underutilization, in the absence of proof to the contrary, is presumed to have resulted from the operation of discriminatory systems. When EEOC finds that discrimination has existed, it insists, in its conciliation effort, that affirmative action be taken to bring about a correction. Increasingly, both federal compliance agencies and EEOC are insisting on "good faith" results rather than mere plans and programs.[4] This trend will continue. Less than such good faith results will likely bring enforcement powers (of compliance agencies, the Justice Department, EEOC, and private litigants) into play.

Exercise of these powers is costly — in both money and time — to all parties. State and local governments can avoid the expense and trouble if they initiate their own affirmative action and aggressively cooperate with federal agencies charged with enforcing equal employment opportunity regulations and laws.

WHO UNDERTAKES AFFIRMATIVE ACTION?

Affirmative action programs are likely to be substantially ineffective and wasteful unless: (1) they are seriously adopted by the top executive of an organization; (2) line managers are given accountable responsibility for execution; and (3) the top executive periodically requires an accounting for planned results. It is customary and, in some instances, necessary to establish a staff of equal employment opportunity technicians to provide technical guidance and assistance to line officials. However, if staff personnel rather than line officials become the operative component in the affirmative action program, then all line officials will soon recognize where the real priorities are and will act accordingly.

If real results are desired, equal employment opportunity must be viewed and acted upon in the same manner as any normal business objective. Only appropriate line officials may ensure success and only the top executive may establish the priorities of the operating line managers.

HOW DOES AFFIRMATIVE ACTION PROCEED?

An effective affirmative action program should proceed in the following manner:[5]

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*Major credit for this article is due Evelyn M. Idelson, who developed and wrote the U.S. Equal Employment Opportunity Commission's *Affirmative Action and Equal Employment: A Guidebook for Employers*, 2 vols. (Washington, D.C.: Government Printing Office, 1974), from which the author of this article has excerpted liberally without specific citation.

Table 1/1 LOCAL GOVERNMENT EMPLOYEES BY OCCUPATION, ETHNICITY, AND SEX: 1969

		White					
		Male			Female		
Occupation	Total employees[1]	No. of male employees	% of total male employees	Median salary ($)	No. of female employees	% of total female employees	Median salary ($)
Total, all occupations[2]	2,299,039	1,585,388	100.0	8,386	713,651	100.0	5,962
Professional and technical	354,432	185,152	11.7	10,053	169,280	23.7	7,287
Managers and administrators	241,593	195,652	12.3	10,769	45,941	6.4	6,571
Sales workers	8,352	5,330	0.3	8,181	3,022	0.4	4,362
Clerical and kindred workers	436,116	86,830	5.5	7,521	349,286	48.9	5,183
Craftsmen and kindred workers	250,865	245,710	15.5	7,765	5,155	0.7	6,041
Operatives, except transport	49,810	39,341	2.5	7,315	10,469	1.5	4,188
Transport equipment operatives	100,873	95,355	6.0	6,661	5,518	0.8	4,316
Laborers, except farm	118,347	115,901	7.3	6,306	2,446	0.3	4,645
Farm workers	3,423	3,219	0.2	6,127	204	. . .	5,707
Service workers[3]	735,228	612,898	38.7	8,194	122,330	17.1	3,873

table continued below

Table 1/1 continued

		Black					
		Male			Female		
Occupation	Total employees[1]	No. of male employees	% of total male employees	Median salary ($)	No. of female employees	% of total female employees	Median salary ($)
Total, all occupations[2]	339,342	205,076	100.0	6,614	134,266	100.0	5,381
Professional and technical	42,846	16,097	7.8	8,703	26,749	19.9	7,121
Managers and administrators	14,143	9,600	4.7	9,597	4,543	3.4	8,269
Sales workers	1,419	785	0.3	6,888	634	0.5	4,393
Clerical and kindred workers	53,430	11,480	5.6	6,878	41,950	31.2	5,296
Craftsmen and kindred workers	22,270	21,309	10.4	6,745	964	0.7	4,900
Operatives, except transport	14,092	10,220	5.0	6,428	3,872	2.9	4,065
Transport equipment operatives	28,119	27,129	13.2	7,046	990	0.7	3,969
Laborers, except farm	39,646	38,610	18.8	5,005	1,036	0.8	4,032
Farm workers	465	418	0.2	4,676	47	. . .	. . .
Service workers[3]	53,481	69,428	33.8	6,168	53,481	39.8	3,895

balance of table below

Table 1/1 continued

		Spanish origin					
		Male			Female		
Occupation	Total employees[1]	No. of male employees	% of total male employees	Median salary ($)	No. of female employees	% of total female employees	Median salary ($)
Total, all occupations[2]	90,128	67,090	100.0	6,686	23,038	100.0	4,969
Professional and technical	10,114	6,094	9.1	8,726	4,020	17.4	7,022
Managers and administrators	3,904	3,243	4.8	9,226	661	2.8	5,637
Sales workers	458	330	0.5	. . .	128	0.6	. . .
Clerical and kindred workers	14,152	3,662	5.5	6,233	10,490	45.5	4,267
Craftsmen and kindred workers	10,426	10,180	15.2	7,351	246	1.1	. . .
Operatives, except transport	4,155	3,054	4.6	6,084	1,101	4.8	3,744
Transport equipment operatives	6,375	6,235	9.3	6,268	140	0.6	. . .
Laborers, except farm	10,777	10,585	15.8	5,443	192	0.8	. . .
Farm workers	201	201	0.3	. . .	. . .	. . .	. . .
Service workers[3]	29,566	23,506	35.0	6,394	6,060	26.3	3,767

Source: U.S., Bureau of the Census, *1970 Census of Population: Government Workers,* PC(2)-7D (Washington, D.C.: Bureau of the Census, 1973), pp. 171-73.

Leaders (. . .) indicate not applicable or that the figure is too small to be shown.

[1] All data apply for employees who worked 30 hours or more in sample week and 50-52 weeks during 1969.

[2] Excludes teachers but includes school administrators.

[3] Excludes household workers.

1. Establish strong organization policy and commitment;
2. Assign responsibility and authority for program to top official;
3. Analyze present work force to identify jobs, departments, and units where minorities and women are underutilized;
4. Set specific, measurable, attainable hiring and promotion goals, with target dates, in each area of underutilization; make every manager and supervisor responsible and accountable for helping to meet these goals;
5. Reevaluate job descriptions and hiring criteria to assure that they reflect actual job needs;
6. Find minority members and women who are qualified or can become qualified to fill goals;
7. Review and revise all employment procedures to assure that they do not have discriminatory effects and that they help attain goals;
8. Focus on getting minorities and women into upward mobility and relevant training pipelines to which they have not had previous access; and
9. Develop systems to monitor and measure progress regularly. If results are not satisfactory for meeting goals, find out why, and make the necessary changes.

Employers should be aware of the fact that extensive efforts to develop procedures, analyses, data collection systems, report forms, and fine written policy statements are meaningless unless the end product will be a measurable yearly improvement in hiring, training, and promotion of minorities and women in all parts of an organization.

Before initiating any of the basic components of an affirmative action program, an extensive educational activity should be carried out. Not only the top executive but all line officials must know what constitutes illegal discrimination and what is necessary to remedy discrimination once it is found to exist. They must understand that discrimination is primarily a consequence of apparently neutral employment practices which operate in a discriminatory manner not related to job performance. It must be made clear that no personal charge of bigotry, racism, or sexism is implied or even relevant if discrimination, in fact, does exist.

Line officials must be convinced that there is no intent to lower standards but rather to ensure that standards are truly relevant. Personnel officials must understand that criteria used in selecting, rating, placing, training, and promoting employees are not abstract values but must be validated factors contributing to employee performance in the jobs for which they are being considered. It is the duty of personnel officials to affirmatively recruit in a manner calculated to reach the traditional victims of discrimination. They must avoid the easier or cheaper recruitment devices which operate to exclude minorities and women.

While assistance for such an educational program may be obtained from EEOC and other federal agencies or from private sources, it may be done more effectively under the auspices of legal counsel for the organization. A frank and honest opinion of the organization's own counsel is likely to be taken more seriously than the same views expressed by an official from some federal government bureaucracy.

Following a comprehensive educational program, actual implementation of the affirmative action program can get under way.

Issue a Statement of Policy. The chief executive should issue a firm statement of personal commitment, legal obligations, and the importance of equal employment opportunity as an organizational goal. He or she should assign specific responsibility and accountability to every executive and manager. The statement should include, but not necessarily be limited to, these elements:

1. Equal employment opportunity for all persons, regardless of race, creed, color, sex, national origin, or age is fundamental agency policy. Equal employment opportunity is a legal, social, and economic necessity for the organization.
2. The equal employment policy will require special affirmative action throughout the organization to overcome effects of past discrimination.
3. The equal employment policy is not merely a "neutral" policy, but requires new goal-setting programs with measurement and evaluation factors similar to those of other major programs. Accountability for meeting goals is established to assure that affirmative action shares equal importance with other goals.
4. Affirmative action will affect all employment practices including (but not limited to) recruiting, hiring, transfer, promotions, training, compensation, benefits, layoff, and terminations.
5. Responsibility for the affirmative action program is assigned to a major official. All management personnel share in this responsibility and will be assigned specific tasks. Management performance on this program will be evaluated as is performance on other goals.
6. Successful performance on affirmative action goals will provide positive benefits to the agency through fuller utilization and development of previously underutilized human resources.

Assign Responsibility. The importance of the affirmative action program is indicated from the start by the individual placed in charge and the authority the position carries. Appoint a top management official as director or manager of the affirmative action program, directly responsible to the chief executive. He or she should be an executive with proven ability to accomplish major program goals. Managing the affirmative action program requires a major time commitment; it cannot be added on to an existing full-time job.

Appointing qualified minority and/or female employees to head or staff the program may offer good role models for present and potential employees, add credibility to the program, and provide special understanding for some of the problems involved. However, the most essential requirements for the position(s) are sensitivity to the varied way in which discrimination limits job opportunities, commitment to program goals, and sufficient status and ability to work with others to achieve these goals.

Responsibilities of the affirmative action program manager should include:

1. Developing the policy statement, a written affirmative action program, and internal and external communication procedures;
2. Assisting line management in collecting and analyzing employment data, identifying problem areas, setting goals and timetables, and developing programs to achieve goals; programs should include specific remedies to eliminate any discriminatory practices discovered in the employment system;
3. Designing, implementing, and monitoring internal audit and reporting systems to measure program effectiveness and to determine where progress has been made and where further action is needed; assuring that such action is taken;
4. Reporting, at least quarterly, to the chief executive on the progress of each unit in relation to goals;
5. Serving as liaison between the organization, government regulatory agencies, minority and women's organizations, and other community groups;
6. Assuring that current legal information affecting affirmative action is disseminated to responsible officials.

The affirmative action program manager should be aware of the need to publicize the program. Managers and supervisors should be fully informed of the policy and progress of the affirmative action program through written communication from the chief executive, inclusions in agency operations manuals, and regularly held meetings. All employees should be informed of policy through such means as the following:

1. Equal employment opportunity policy statements and federal equal employment opportunity posters placed on bulletin boards, in areas near time clocks, and in employment offices
2. Publicity in newsletters, publications, and pay envelopes
3. Articles and pictures in publications, featuring minority and women employees in varied higher-level and nontraditional jobs
4. Meetings with minority and women employees to request their suggestions in developing the affirmative action program
5. Presentation and discussion of the program as part of employee orientation and all training programs.

Union officials should be invited to cooperate in developing and implementing the program from the start. Trade unions are specifically subject to Title VII requirements; failure to cooperate in removing discriminatory practices has resulted in legal action against many unions.[6] Involving the union in the initial development of the program can help prevent or lessen potential conflict over specific actions to implement it.

Annual personal letters should be sent to regular recruitment sources and, as special employment needs develop, to all possible recruitment sources. Include a copy of the equal employment policy and state the organization's interest in interviewing and hiring previously underrepresented groups for all positions. These sources should be informed of the fact that use of their services cannot legally continue if they do not refer applicants on a nondiscriminatory basis, and that referrals of male, female, minority, and nonminority applicants are expected for all jobs at all levels.

Inform media that help wanted ads cannot be placed in sex-segregated columns. Include an "Equal Opportunity Employer (Male-Female or M/F)" statement in all advertising. Back this up by advertising that shows minorities, women, and men in nonstereotyped jobs. Contact media, agencies, organizations, schools, colleges, community groups, and others who have special contacts with women and minority groups.

Analyze Present Work Force. Identify the number and percentage of minority and female employees currently employed in each division, office, and major job classification. This survey will help identify jobs, departments, or units in which there may be significant underutilization of or concentration of minorities and/or females or males.

Underutilization has been defined as having fewer minority group members or women in a particular job category than would reasonably be expected by their presence in the relevant labor market.[7] Underutilization also means employing persons in jobs that do not make adequate use of their skills and training. Concentration means more members of a particular group in a job category or department than would reasonably be expected by their presence in the work force. Where statistics reveal significant underutilization or concentration, there is a strong probability that discriminatory practices are operating in some aspects of the employment system and that remedial action should be taken to eliminate them.

It is important to use detailed job classifications as they appear in collective bargaining agreements or payroll records to reveal specific levels of pay and responsibility and help identify avenues or barriers to advancement.

Determine the extent of underutilization of minorities and females. Survey the labor area (the area in which recruitment can be reasonably expected) to determine at least the following:

1. The percentage of total population of the area of each minority group
2. The percentage of each minority group and of females in the work force
3. The extent of unemployment for minorities and females
4. The availability of minorities and females with required skills
5. The availability of promotable and transferable females and minorities in your own work force
6. Institutions in the community capable of training people in needed skills
7. Your own organization's capability for training minorities and women to qualify for all job classifications.

Develop Goals and Timetables. Any serious government or business program requires setting measurable goals and reasonable timetables for achieving them. Some actions to comply with the law can and should be taken immediately. Others will require different timetables. Immediate action should be taken to assure that salaries and benefits are the same for all employees who perform substantially similar work, and that sex, race, religion, or national origin is not a factor in placing employees in jobs with different pay levels or opportunities for advancement.

Long-range goals and timetables will be needed to eliminate employment discrimination and effects of past discrimination. The survey of present employment and the analysis of underutilization and concentration by job category will provide the basic data for formulating such goals and timetables.

The ultimate long-range goal of an affirmative action program should be representation of each group identified as underutilized in each major job classification in reasonable relation to the overall labor force participation of each group. This goal may be modified to the extent that you can prove that valid job-related selection standards reduce the percentage of a particular group qualified for a particular job classification.

Long-range goals should not be rigid and unchangeable. They cannot be based on exact predictable statistics. For example, studies indicate that many qualified women not in the present labor force could become available if job opportunities were open to them. Similarly, many women and members of minority groups now in the work force could become qualified for better jobs if opportunities for training and promotion become open to them.

Once long-range goals have been set for each underutilized group in each job category, numerical annual targets should be developed for hiring, training, transferring, and promoting women and minorities within the indicated time frame. Annual targets will depend on anticipated turnover, expansion or contraction, availability of persons with required skills, realistic appraisal of extent of skill necessary for particular jobs, time necessary to acquire such skill, possibility of on-the-job or other training to acquire skills, and similar considerations.

Managers of each department and organizational unit should participate in assessing these factors and setting annual targets and should be held accountable for reaching them. Targets should be developed for the organization as a whole, for each unit, and for each job category. A reporting, monitoring, and evaluation system should be established to assure that there is measurable yearly improvement in hiring, training, transfer, and promotion of each group in each area in which underutilization has been identified.

Some organizations feel they have conducted a serious goal-setting process and made good faith efforts to achieve goals, but that negative external factors — such as unavailability of qualified candidates — are responsible for lack of significant improvement. EEOC's experience indicates that it is far more likely that negative internal factors such as continuing discriminatory barriers in the employment system are responsible. Therefore, to achieve long-range goals and intermediate yearly targets, barriers must be identified and necessary steps taken to eliminate them in order to equalize opportunities for those suffering effects of past discrimination.

Review, Revise, and Act. All steps in the recruitment and selection process should be reevaluated to assure that they reflect actual job needs. Employment procedures need to be revised to assure that they do not have a discriminatory effect and that they aid in attaining affirmative action program goals.

Recruitment. Analyze and review recruitment procedures for each job category, to identify and eliminate discriminatory barriers. Establish objective measures to analyze and monitor the recruitment process, such as an applicant flow record, indicating for each job applicant name, race, national origin, sex, referral source, date of application, and position applied for. The form should indicate whether a job offer was or was not made, and should identify the person(s) making the employment decision. This record should provide data for quarterly reports of minority and female applicants and interviews for each job opening, and their percentage of total applicants and of total hires by job category.

Select and train persons involved in the employment process to use objective standards and to support affirmative action goals. This should include everyone who recruits, interviews, selects, hires, places, promotes, trains, or takes disciplinary and other personnel actions.

Institute affirmative programs to recruit for all jobs where underutilization has been identified. Maintain a file of minority and female applicants not hired who are potential candidates for future openings; contact these candidates for future openings. Utilize qualified and committed minorities and females in recruitment and in the entire personnel process.

Place classified ads only under "Help Wanted" or "Help Wanted, Male-Female" listings. All advertising should include the phrase "Equal Opportunity Employer, M/F." (To date, "Equal Opportunity Employer" by itself still suggests only racial nondiscrimination.) Inform all publications that sex-segregated listings cannot legally be used unless sex is a bona fide occupational qualification (BFOQ) for the jobs.

Advertise in media which will reach minorities and women; newspapers, magazines, "soul" and Spanish language radio stations, and other special-oriented radio and TV programs. Use such media regularly; it takes time to get the message through.

When placing job announcements with employment agencies, emphasize the policy of hiring applicants on the basis of merit, and emphasize your interest in referrals of qualified minorities, male and female, for all jobs. List jobs at all levels with the local state employment service. In many cities the service has a special office for professional as well as clerical, technical, skilled, and unskilled workers, and also acts as a referral center for graduates of manpower training programs.

Establish and maintain personal contact with counselors and principals of high schools, vocational schools, and career development centers in the labor area, particularly schools with large minority and female enrollments. Investigate possibilities for part-time work-study programs and summer job programs which can provide motivated, qualified, new employees. Work with school personnel to develop curricula and training to equip students for jobs leading to good careers in the organization. Schedule recruiting visits and/or write to colleges with large minority and female enrollments. Contact alumni and alumnae associations.

Develop and maintain contact with minority, women's and community organizations. Don't rely on one-time contacts or on placing a few job announcements with one or two better-known organizations. Not all groups are immediate sources of employees.

Existing public training programs in your community may provide qualified applicants; special programs also may be developed to provide training for specialized needs and to pay costs where need for such training is valid.

Selection Standards and Procedures. Experience under Title VII indicates that the selection process — whether consciously or unconsciously — is probably responsible for more discrimination than any other area of employment practices. A careful review and evaluation of every step of this process including job requirements, hiring standards, and methods of selection and placement is necessary.

Use only job-related employee selection procedures. Procedures subject to EEOC guidelines include those which result in a significantly differential rate of rejection for groups protected by Title VII. They include tests, defined as "any paper and pencil performance measure used as a basis for any employment decision," personal histories, biographical information, background requirements, specific educational or work experience requirements, interviews (scored or unscored), application forms (scored or unscored), and interviewer rating systems.

Tests and other employee selection and assessment standards may be useful and proper methods of developing an efficient work force, provided that they do not have discriminatory effects. If they do, the employer must show that alternative suitable procedures are not available and that the selection devices in question have been "validated" as significant predictors of successful job performance for the particular job or jobs in question. Validation is a very specific, technical, and complex process, defined in detail by EEOC.[8] Validation requires the use of trained industrial psychologists, and a sufficient employee sample for each job category to be statistically significant.

EEOC guidelines require, if feasible, a study which proves that those who score high on a particular test or selection standard generally turn out to be successful on the job, while those who score low usually turn out to be unsuccessful. If such a study is not feasible, EEOC guidelines require that the test be an actual sample of the work to be done, or that the test or standard measure some characteristic clearly needed for the particular job.

In either case, validity should be studied for each minority and sex group separately (if feasible), because the same test scores or performance may not predict the same level of job performance for various groups.

Discovering whether any or all of the selection procedures have an adverse effect on a racial, ethnic, or sex group requires monitoring each step through forms similar to the applicant flow record. If a significantly different rejection rate is found at any step, the cause should be analyzed. It may be bias on the part of those applying the procedure, use of such procedure only for certain groups, or the way in which a seemingly neutral procedure affects a "protected" group.

Review and revise application forms and preemployment inquiries to reflect affirmative action commitments. Many common preemployment inquiries disproportionately reject minorities and females and usually are not job-related. Consider whether questions tend to have a disproportionate effect in screening out minorities and females and decide whether all information requested is necessary to judge an individual's competence for performance of a particular job.

Major questions which should be eliminated from preemployment inquiries (application forms and interviews), or should be carefully reviewed to ensure that they are job-related and nondiscriminatory in effect, include: race, national origin, religion; education; arrest and conviction records; credit rating; sex, marital, and family status; physical requirements; experience requirements; friends or relatives working for the organization; and appearance.

Biased and subjective judgments in personnel interviews can be a major source of discrimination. Interviews, and interviewers' actions, should be carefully monitored. However, good interviews conducted by persons sensitive to affirmative action goals also may be useful tools in assessing real aptitudes and potential.

Review any system of rating or weighting certain items in application forms, tests, or interviews which may have a disparate effect on minorities or women. Often, such systems do discriminate against these groups.

Focus on an Upward Mobility System. To improve minority, female, and male employment in all jobs in which these groups are underrepresented, review all practices — both formal and informal — affecting assignment, transfers, promotion, and training for jobs at all levels, management and nonmanagement. Identify operations of different systems for those employees who are covered by collective bargaining agreements and those who are not.

Determine to what extent supervisor evaluations and recommendations are the major factor in transfer and promotion. Do these evaluations meet EEOC requirements? Do requirements for selecting apprentices and special bidding privileges for incumbent workers have a disparate effect on minorities and/or women, or do they tend to lock out members of an "affected class"? Have such requirements been validated for business necessity and job relatedness?

If analysis shows marked disproportion for minorities and women in jobs at higher levels, in better job progressions, in lateral and vertical movement into these jobs, in higher rejection rates of those recommended for promotion, and if the existence of an affected class is identified, take these remedial affirmative actions:

1. Be sure that all selection standards and procedures for promotion, transfer, and training do not have a disparate effect on protected groups. If they do, take action to ensure proper validation.
2. Be sure that procedures for selecting candidates for promotion, transfer, and training are based on fair assessment of an employee's ability and work record.
3. Target members of any identified affected class for priority remedial action in transfer, promotion, and relevant compensatory benefits and pay. Courts have ruled that, for affected class members to be restored to their rightful place, they should be able to compete for all jobs using basic (minimum) qualifications which meet EEOC guidelines, on the basis of their agency-wide seniority, and that they should have preference over persons hired from outside.
4. Employ an organization-wide merit promotion plan, post and otherwise publicize all job promotional opportunities (union and nonunion), and encourage employees to bid on or apply for them, particularly employees who traditionally have not had access to better jobs.
5. Make it clear to employees and supervisors that women and minorities are eligible for promotion to any job, on the basis of individual qualifications, regardless of whether such jobs have traditionally been held by one sex or race.

Identify minorities and women qualified for upward mobility. Review records of all employees and analyze comparative qualifications such as education, work experience, seniority, performance records, and other factors that may indicate people working at jobs below their ability.

Interview employees to further assess their potential and get additional information on their background and career interests. Compare job performance, length of service, and other factors affecting salaries and promotion rates of minority and female employees with qualifications of other employees who have been promoted.

Establish a career counseling program to encourage employees in dead-end jobs to qualify for better jobs. Provide training at the job site through cooperation with local adult education systems or manpower training programs, or at educational institutions, business schools, and manpower training centers.

Set specific numerical or percentage goals consistent with overall affirmative action policy for participation of minorities and women in all company-sponsored training: apprenticeship, on-the-job, professional, and, particularly, management.

Wage Structure and Fringe Benefits.[9] A careful review may require significant changes in present practices. Compare job descriptions and actual functions of jobs held by men and women of all racial groups, length of service, and other factors affecting pay rates.

Review all benefits and conditions of employment to see that they are equally available, without discrimination, to all employees — male and female. These include medical, hospital, accident, and life insurance benefits; retirement benefits; pension, profit-sharing, and bonus plans; annual and sick leave; and other terms, conditions, and privileges of employment. Assure that:

1. Males and females are eligible for retirement and pensions on the same basis, including equal retirement age and equal benefits;
2. Benefits are not conditioned on the basis that the employee is head of household or principal wage earner (such a condition is not job-related and tends to discriminate unduly against females);
3. Benefits for husbands and families of female employees are the same as those available to wives and families of male employees; and
4. Benefits available to wives of male employees are available to female employees.

Many states have laws or regulations developed under an earlier concept of protecting women from hard and dangerous work, or of providing special working conditions for them. In practice, most of these laws have limited employment and financial opportunity for women, without taking into account individual capacities, preferences, and abilities. In some cases these laws have also discriminated against men. Consider the individual's capacity for a job. Do not refuse to hire, transfer, or promote women because of state laws prohibiting female employment in certain occupations, or under particular working conditions. Such laws violate Title VII.

Any written or unwritten policy which excludes applicants or employees from jobs because of pregnancy, or requires them to stop work at a specified time period, violates Title VII and should be rescinded, unless the employer can prove "business necessity" for such policy.

Termination, Demotion, and Discipline. The standards for deciding when a person shall be terminated, demoted or disciplined, laid off, or recalled should be the same for all employees. They must not be applied differently for minorities or women. Seemingly neutral practices should be examined to see if they have a disparate effect on such groups.

Termination, demotion, or any form of punishment or harassment of an employee because of filing a Title VII discrimination charge is illegal. Such actions receive priority EEOC compliance action, with reinstatement and back pay required.

Sustaining an affirmative action program during a period of employment contraction may present special problems. The most difficult problems involve a situation of layoff or termination when an organization has an identified affected class, such as persons under a seniority system which perpetuates a discriminatory effect of past discriminatory practices. Such persons are entitled to the rights that they would have enjoyed had the previous discrimination not existed.

Monitor and Measure Progress. An internal reporting system to continually audit, monitor, and evaluate progress is essential to a successful affirmative action program. Quarterly reports should be provided by every manager and supervisor, so that he or she may evaluate progress, see how the program is working, and see where improvement is needed. In summary, the following reports should be available:

1. Survey of current employment by race, national origin, sex, job classification, salary, or wage level
2. Analysis of internal and external work force availability by race, national origin, and sex
3. Identification of areas of underutilization and concentration, and establishment of hiring and promotion goals and timetables
4. Records on applicant flow and each step of the selection process: hires, placement, promotions, requests for transfers, transfers, and training program participation by race, national origin, and sex
5. Sources of referrals and hires by race, national origin, and sex
6. Resignations, layoffs, and dismissals by race, national origin, and sex
7. Progress of the organization and subunits toward goals.

All records should indicate the person responsible, and basis and reason for the action taken.

Quarterly reports should be reviewed and evaluated by the top executive and discussed with department managers with recommendations for improvements, where needed, to meet annual goals. Reporting, auditing, and evaluation of the program should be conducted in the same manner as progress reports on other business goals, and necessary corrective action taken where needed.

Table 1/2 PERCENT OF LOCAL GOVERNMENT EMPLOYEES IN THOSE OCCUPATIONS (Table 1/1) FOR WHICH THE MEDIAN SALARY IS OVER $7,000 BY RACIAL AND ETHNIC CLASSIFICATION: 1969

Classification	% Male	% Female
White	86.5	23.7
Black	25.7	23.3
Spanish origin	29.1	17.4

Source: Table 1/1.

Table 1/3 PERCENT OF LOCAL GOVERNMENT EMPLOYEES IN THOSE OCCUPATIONS (Table 1/1) FOR WHICH THE MEDIAN SALARY IS UNDER $5,000 BY RACIAL AND ETHNIC CLASSIFICATION: 1969

Classification	% Male	% Female
White	. . .	20.1
Black	0.2[1]	45.4
Spanish origin	. . .	76.6

Source: Table 1/1.

[1] However, 18.8% are classified in the laborer occupation with a median salary of $5,005.

Support Services. There are a number of methods an employer may consider using to increase applications from minorities and women and to aid them in more rapid advancement once employed:

1. Working with public transit systems to establish new routes to assist those who would otherwise be unable to obtain transportation to the employment site, entirely or partially subsidizing transportation to work, or arranging car pools
2. Establishing or arranging for child care facilities to aid in hiring and retaining female employees
3. Considering the potential for housing for minority employees when agency relocation occurs or when new offices are being planned
4. Special counseling of employees to inform them of training and advancement opportunities and to help advance minorities and women from the traditional clerical and low-paying jobs to which they have been relegated.

CONCLUSION

Table 1/1 shows the distribution of local government employees in occupations (according to the 1970 Census) with median wages shown for each occupation. The difference in median wages among men, women, and minorities within the same occupations can be explained, in part, by differences in weeks and hours worked. However, a significant part of the difference can be accounted for only by the apparent relegation of minorities and females to the lower-paying jobs within occupational categories.

Tables 1/2 and 1/3 demonstrate the concentration of females and minorities in low-paying occupations, and show that the opposite is true for white males. These data alone would probably constitute a prima facie case of employment discrimination against both females and minorities.

Table 1/4 confirms the above inference. Note the sharp fall in number of minority and females as the income range passes $10,000 per year. A similar result, not shown here, obtains for state government as well as for public educational systems.

These data suggest both challenge and opportunity for local government officials to initiate positive and well-planned affirmative action. While affirmative action is essential to the full provision of equal employment opportunity, implementation of an aggressive affirmative action program will almost certainly be painful and extremely difficult. There are numerous problems which will require solution. Three of these problems are worth highlighting here, for no employer can seriously expect his or her affirmative action to be successful unless they are effectively dealt with.

First, an effective affirmative action program requires a substantial investment of resources. These resources must include the time and skills of line managers, from the top executive to first-line supervisors. If the local government official attempts to carry out the affirmative action program without commitment to such investment, the program will not produce satisfactory results.

Second, a successful program requires that all the normal practices and job requirements be validated to have a relation to job performance. This means that many traditionally accepted employment policies will have to be challenged and, when they fail the challenge, will have to be discontinued. This will require considerable courage on the part of executives who will be assured by their personnel officers that the merit system is being jeopardized. The courageous executive will demand that demonstrated merit replace myth.

Third, and most troublesome, is the problem of goals and timetables. Where there has been discrimination, mere correction of practices is frequently not sufficient to avoid perpetuating the effects of past discrimination. This can be accomplished only by positive action to correct underutilization and eliminate concentrations of minorities and females — thus, the necessity of goals and timetables.

Aside from the political, social, and ethical pitfalls, the employer must ensure that goals do not become illegal quotas and that valid merit

Table 1/4 SALARIES OF LOCAL GOVERNMENT EMPLOYEES BY ETHNICITY AND SEX: 1969

		White			
		Male		Female	
Median salary range	Total employees[1]	No. of male employees	% of total male employees	No. of female employees	% of total female employees
Total, all employees[2,3]	2,299,039	1,585,388	100.0	713,651	100.0
$1,999 or less	106,154	46,903	3.0	59,251	8.3
$2,000-$2,999	79,440	27,695	1.7	51,745	7.2
$3,000-$3,999	158,212	58,713	3.7	99,499	13.9
$4,000-$4,999	227,548	101,052	6.4	126,496	17.7
$5,000-$5,999	271,888	153,132	9.7	118,756	16.6
$6,000-$6,999	282,140	189,314	11.9	92,826	13.0
$7,000-$7,999	257,073	197,391	12.5	59,682	8.4
$8,000-$9,999	389,624	330,481	20.8	59,143	8.4
$10,000-$11,999	259,980	234,624	14.8	25,356	3.6
$12,000-$14,999	161,246	147,768	9.3	13,478	1.9
$15,000-$19,999	76,978	71,353	4.5	5,625	0.8
$20,000-$24,999	18,365	17,301	1.1	1,064	0.1
$25,000 and over	10,391	9,661	0.6	730	0.1

table continued below ↓

Table 1/4 continued

		Black			
		Male		Female	
Median salary range	Total employees[1]	No. of male employees	% of total male employees	No. of female employees	% of total female employees
Total, all employees[2,3]	339,342	205,076	100.0	134,266	100.0
$1,999 or less	25,930	11,860	5.8	14,070	10.5
$2,000-$2,999	25,395	11,055	5.4	14,340	10.7
$3,000-$3,999	42,241	22,011	10.7	20,230	15.1
$4,000-$4,999	43,682	22,544	11.0	21,138	15.7
$5,000-$5,999	45,065	24,482	11.9	20,583	15.3
$6,000-$6,999	42,742	25,726	12.5	17,016	12.7
$7,000-$7,999	33,637	23,688	11.6	9,949	7.4
$8,000-$9,999	44,053	34,357	16.8	9,696	7.2
$10,000-$11,999	21,502	17,285	8.4	4,217	3.1
$12,000-$14,999	10,140	8,143	4.0	1,997	1.5
$15,000-$19,999	3,780	2,965	1.4 .	815	0.6
$20,000-$24,999	598	481	0.2	117	. . .
$25,000 and over	577	479	0.2	98	. . .

balance of table below ↓

Table 1/4 continued

		Spanish origin			
		Male		Female	
Median salary range	Total employees[1]	No. of male employees	% of total male employees	No. of female employees	% of total female employees
Total, all employees[2,3]	90,128	67,090	100.0	23,038	100.0
$1,999 or less	5,418	2,818	4.2	2,600	11.3
$2,000-$2,999	5,172	2,462	3.7	2,710	11.8
$3,000-$3,999	10,770	6,902	10.3	3,868	16.8
$4,000-$4,999	12,250	7,991	11.9	4,259	18.5
$5,000-$5,999	11,705	8,322	12.4	3,383	14.7
$6,000-$6,999	11,581	9,220	13,7	2,361	10.2
$7,000-$7,999	9,431	7,752	11.6	1,679	7.3
$8,000-$9,999	12,011	10,764	16.0	1,247	5.4
$10,000-$11,999	6,767	6,191	9.2	576	2.5
$12,000-$14,999	3,274	3,121	4.7	153	0.7
$15,000-$19,999	1,252	1,135	1.7	117	0.5
$20,000-$24,999	323	285	0.4	38	0.2
$25,000 and over	174	127	0.2	47	0.2

Source: U.S., Bureau of the Census, *1970 Census of Population: Government Workers,* pp. 171-73.
Leaders (. . .) indicate not applicable or that the figure is too small to be shown.

[1] All data apply for employees who worked 30 hours or more in sample week and 50-52 weeks during 1969.
[2] Excludes teachers but includes school administrators.
[3] Excludes household workers.

systems are not violated. Persistent commitment, with patience and wisdom, will be required to achieve meaningful goals without violating basic constitutional rights. The problems surrounding affirmative action are extremely difficult to deal with. They involve matters that raise highly charged emotional reactions. But they must be faced and their solutions conceived before an affirmative action program is begun. Otherwise, they will cause the program to fail.

Implementation of effective affirmative action can not only minimize costs (by preventing costly enforcement action) but can restore the millions of people to their rightful share of the employment opportunities so long denied them. Local government officials should not miss this opportunity to serve all groups in their communities. State and local governments enjoy the status of a rapidly growing industry with an addition of 450,000 new jobs each year. With the trend toward New Federalism and revenue sharing, the situation in local government should become even more favorable to effective affirmative action. To miss this opportunity will be to invite another period of litigation that might well dwarf the costly 20-year experience of school desegregation. For neither the federal enforcement agencies nor the victims of employment discrimination are prepared to accept continuance of past patterns of racial, ethnic, religious, and sex discrimination in either private or public employment.

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[1] Griggs v. Duke Power Co., 401 U.S. 424 (1971).

[2] Griggs v. Duke Power Co., *supra;* U.S. v. Hayes International Corp., 456 F.2d 112, 118 (5th Cir. 1972).

[3] U.S. v. U.S. Steel Corp., 5 EPD, 8619 (May 3, 1973); Carter v. Gallagher, 452 F.2d 315 (8th Cir. 1971).

[4] See Executive Orders 11246 and 11375 and Revised Order No. 4. Contact Office of Federal Contract Compliance, U.S. Department of Labor, Washington, D.C. 20210.

[5] See U.S., Equal Employment Opportunity Commission, *Affirmative Action and Equal Employment: A Guidebook for Employers,* by Evelyn M. Idelson, 2 vols. (Washington, D.C.: Government Printing Office, 1974). Can be ordered from EEOC-Affirmative Action, P.O. Box 1612, Springfield, Virginia 22151.

[6] U.S. v. Ironworkers Local 86, 443 F.2d 544 (9th Cir. 1971), *cert. den.,* 404 U.S. 948 (1971); U.S. v. Hayes International Corp., *supra;* U.S. v. Brotherhood of Carpenters and Joiners, Local 169, 457 F.2d 210, 214 (7th Cir. 1972); Leisner v. New York Tel. (March 2, 1973, C.A. 1972-2127, S.D.N.Y.).

[7] See Note 4.

[8] U.S., Equal Employment Opportunity Commission, "Guidelines on Employee Selection Procedures," *Federal Register* 35, no. 149, 1 August 1970, 12333-6.

[9] For information on the Equal Pay Act, which also protects against discrimination, contact the Employment Standards Administration, U.S. Department of Labor, Washington, D.C. 20210.

D 2

Conflict of Interest Legislation and the Common Cause Model Act

Thomas S. Belford
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Common Cause

> *The council meetings seldom last beyond the lunch hour. Aldermen have much to do. Many are lawyers and have thriving practices, because Chicagoans know that a dumb lawyer who is an alderman can often perform greater legal miracles than a smart lawyer who isn't.*
>
> Mike Royko, *Boss*[1]

Corrupt and unethical behavior on the part of a few public officials has undermined the faith and trust of the governed of this country. In a 1973 survey conducted for the U.S. Senate Subcommittee on Intergovernmental Relations, pollster Louis Harris found a "full-blown crisis of confidence."[2] Harris found that only 19% of those surveyed expressed high confidence in the executive branch of the federal government.[3] Only 24% expressed high confidence in state government, 28% in local government.[4]

The Harris findings present responsible public officials with a challenge and an opportunity. While only 24% of Harris's respondents thought that in our governmental system "the good of the country is placed above special interests," an encouraging 85% thought it could be.[5] Thus, while the crisis of confidence is large, so is the opportunity for restoring public confidence. Although state and local governments face many substantive problems of great magnitude that need solutions, the primary challenge of our time is to restore citizen support for and confidence in our institutions of government.

Common Cause chairman John W. Gardner has stated: "The two chief obstacles to responsive government are money and secrecy: the scandalous capacity of money to buy political outcomes, and the bad habit of doing the public's business behind closed doors."[6] Common Cause has targeted four major money and secrecy areas for reform: campaign financing, conflict of interest, lobbying, and open meetings. Reform in these areas is a prerequisite to the restoration of citizen confidence and governmental accountability.

In the past two years, over forty states and numerous local governments have taken significant steps to curb the unhealthy influence of money and secrecy on the political system. Creative state and local approaches to governmental ethics and openness, especially at a time when the federal government has defaulted on these critical issues, enhances the feasibility of continued decentralization of governmental decision making.

This article focuses on only one root of the crisis in public confidence in government — the conflict of interest issue. The thesis is simple: only strong conflict of interest legislation and its vigorous enforcement can dispel common suspicions that cronyism and corruption are necessary costs of the democratic system.

COPING WITH CONFLICT OF INTEREST

Who governs, and for whom? In a democratic society there should be rational decision making in the public interest, with equal opportunity for the participation of all interested citizens.

The conflict of interest issue does not deal so much with people who steal from the public treasury as with those who practice more subtle methods. New York State Senator George Washington Plunkitt, a Tammany district leader at the turn of the century, has explained why: "The politician who steals is worse than a thief. He is a fool. With the grand opportunities all around for the man with a political pull, there's no excuse for stealin' a cent."[7]

Senator Plunkitt refined the distinction between honest and dishonest graft:

> Everybody is talkin' these days about Tammany men growin' rich on graft, but nobody thinks of drawin' the distinction between honest graft and dishonest graft. There's all the difference in the world between the two. . . .
>
> Just let me explain by examples. My party's in power in the city, and it's goin' to undertake a lot of public improvements. Well, I'm tipped off, say, that they're going to lay out a new park at a certain place.
>
> I see my opportunity and I take it. I go to that place and I buy up all the land I can in the neighborhood. Then the board of this or that makes its plan public, and there is a rush to get my land, which nobody cared particular for before.
>
> Ain't it perfectly honest to charge a good price and make a profit on my investment and foresight? Of course, it is. Well, that's honest graft.[8]

While current ethical standards of public officials have risen substantially since Plunkitt's day, some of his methods have apparently survived. For example, in 1974 a federal grand jury indicted a powerful member of the Chicago City Council. The councilman allegedly had entered into a conspiracy to learn where public projects would be built and then had bought taxdelinquent property in the area.[9] There have been numerous recent convictions of public officials in Illinois, New Jersey, Texas, Maryland, and elsewhere.

Whenever public officials are given discretion over matters that carry economic consequences, the possibility for conflicts of interest exists. The rapid population growth of the 1960s spurred an equally rapid increase in demands for governmental services and decisions. Billions of dollars are at stake in local rezonings each year, and some real estate speculators, developers, bankers, and lawyers are more interested in private gain than in sound suburban planning.[10] Contractors selling goods and services to thousands of governmental units also have profited from the boom years. The scandals of Maryland and New Jersey, to name only two, suggest that these contracts often bear little relation to the public interest.

Drawing the conflict of interest line is a difficult task. Is it proper for a developer to buy lunch for a member of the city council? Is it proper to take him to the race track? What are the implications of a paid visit to the developer's model condominiums in California or to a realtors' convention in Bermuda? At each stage the developer builds up a friendship. At what stage does the official begin to feel a sense of personal obligation? At what point does this personal obligation conflict with the public trust placed in that official?

Campaign contributions present a similar problem. With thousands of candidates at every level of government competing for scarce political money, it is not surprising that, with few exceptions, large campaign contributions come from businesses and people who have economic stakes in governmental decisions. Campaign contributions may have become the equivalent of the plain envelope filled with cash. Is it proper for an engineer who seeks business from his county government to contribute $25 to a candidate for county executive? Or to contribute $1,000, or perhaps $5,000, to the candidate of each party?

Gifts and campaign contributions from lobbyists and persons doing business with or regulated by government present serious conflict of interest problems by creating loyalties that compete with the public interest. They assure special access for the favored few. Common Cause believes that lobbying expenditures should be periodically and fully disclosed and supports limits on both gifts from lobbyists and campaign contributions, as well as a mixed system of private and public funding for major state and local campaigns. These reforms, it is felt, would allow candidates to run for public office without having to be either rich or indentured to special interests.

More obvious conflicts of interest arise when persons have pecuniary interests in matters that come before them as public officials. Because of the part-time nature of many state and local government positions, it is often necessary for officials to have other sources of income. In this way, private interests may conflict with public duties. Is it proper for a member of the city council to benefit from a contract his firm holds with the city? Is it proper for a state legislator to argue a case before a state regulatory agency? Is it proper for a local zoning official to hold a part-time job with a local developer? Unless we choose to be governed by Plato's philosopher kings who were forbidden to accumulate private property, tough moral judgments must be made at a time when the complexity of society makes ethical standards increasingly difficult to define. This is no easy task, but it must be done if public confidence in the political process is to be restored.

Two points are clear: first, our complex society presents many opportunities for public officials to benefit at the expense of the public weal; and second, there are officials who have and will succumb to such temptations. Concerned citizens must work with problem-solving public officials to construct frameworks of constraints around official power. Legislated codes of ethics represent one element in the necessary frameworks of constraints.

It has been argued that "prior restraints are an objectionable way to approach the problem of good conduct in a free society."[11] The argument goes on to state that excessive restraints are an insult to persons of integrity and therefore will discourage good people from seeking public office. No doubt, if carried to an extreme any code of ethics could have an adverse effect on recruitment of public officials. At the present time, however, the danger appears to be a lack rather than an excess of standards. The corrupt and unethical behavior of the few has made the word "politician" a pejorative. A New York State assemblyman, declaring that he was fed up with the declining image of politics, placed the following ad in the *New York Times:* "Politician who's fed up seeks honest employment in community, intergroup relations or labor fields."[12]

The Harris survey found that only 17% feel that "the best people are attracted to serve in public life," although 89% think that it could be possible.[13] Thus, it would appear that higher ethical standards might have a beneficial rather than a negative effect on the recruitment of public officials.

Higher ethical standards for public officials can and have come from a variety of sources: constitutions and charters, statutes and ordinances, executive orders, legislative rules, agency regulations, and informal norms of behavior. Common Cause endorses creative experimentation with all of these, but has prepared, as what it feels is the most thorough and effective of the alternatives, a comprehensive model state law that covers local as well as state officials and employees. (The complete model law is given in the Appendix.) The model law outlines a set of restricted activities, requires personal financial disclosure, and establishes an independent state ethics commission to enforce the law.[14] A comprehensive state statute has the advantage of providing a minimum set of uniform requirements for all state and local officials while permitting state agencies and local governments to supplement the state law to provide for their specialized needs.

A MODEL CONFLICT OF INTEREST ACT

The Common Cause model conflict of interest act establishes a simple principle: "The legislature hereby declares that public office is a public trust and that any effort to realize personal financial gain through public office, other than compensation provided by law, is a violation of that trust." This fiduciary concept of public office, while fundamental to our legal system, is too often forgotten.

Virtually every state and local government restricts public officials and employees from certain activities.[15] Typical provisions prohibit the offering or acceptance of a bribe, the use of confidential information for private gain, and the holding of a personal economic interest in a contract with the government. The common deficiency of such proscriptions is their lack of a mechanism to explain and enforce the gound rules that are established.

The Common Cause model includes several restricted activities and provides a preventative procedure to be used in conflict of interest situations.

Basic Restrictions. The restricted activities set out in the Common Cause act are neither harsh nor novel:

1. Public office (and confidential information received therein) shall not be used for personal financial gain. This is a well-established common law principle based on the concept of a public office as a public trust. The restriction aims at such familiar practices as officials awarding public contracts to their own firms or providing advance notice to clients on pending governmental actions.
2. No person shall offer and no official shall accept anything of value on the understanding that the official's action would be influenced thereby. This is a standard antibribery provision.
3. No person shall offer and no official shall accept from any one person gifts (excluding campaign contributions and gifts from close relatives) that exceed $100 in value in a year. Even where there is no explicit intention to offer a bribe, at some point in a succession of gifts and favors a threshold is crossed whereby special, privileged access to a public official may be secured. Given the tremendous time pressures and information gaps that harried public officials face, access means influence.
4. No official shall have an economic interest in a contract with the government unless it has been awarded through a competitive and open process. This is less harsh than the common law cases that prohibited such contracts no matter how negotiated.[16] Perhaps the most fertile ground for conflicts of interest is the area of government procurement of goods and services.[17] However, in the limited context of a code of ethics, the intent is simply to establish minimum ground rules of openness applying to public officials' participation in their own public contracts.

5. No official shall represent a person for compensation before a governmental body unless the matter is of a ministerial nature, or is a matter of public record before a court of law. This restriction addresses the widespread cronyism and back scratching among public officials that undermines public confidence in the fairness of official decision making. It prevents the state lawyer-legislator from representing a client before a state agency whose budget that legislator approves. It prevents the part-time city attorney from seeking a zoning variance for a client from the city planning commission. It prevents logrolling of the most subtle and worst kind.
6. No official shall represent a person before his former governmental body for one year after he leaves that body. This should lessen the incentive for businesses to hire former government officials more for their political clout than their professional expertise and lessen as well the temptation for public officials to accommodate prospective employers. Additionally, such a provision should insulate public bodies from the special influence and access that can be asserted by their former colleagues.
7. A majority of the members of a governmental body shall not have a personal economic interest in the matters subject to the jurisdiction of the body. This provision is an attempt to acknowledge the need for professional expertise on public bodies while giving the public assurance that state and local decision-making bodies are not stacked in favor of special interests. This would allow realtors to sit on local zoning boards but not to dominate them. The question of self-regulation by special interests is particularly critical in the many state and local situations where public officials are unsalaried or only part-time.

A code of ethics should provide clear direction for public officials by serving as a set of legally enforceable prescriptions and not merely as a recommended code of conduct. Therefore, it must provide mechanisms for disqualification from potential conflict of interest actions, as well as procedures for seeking legally binding advisory or interpretive decisions.

The common cause model act suggests procedures for handling conflict of interest situations. An official required to take an action that would affect his financial interests should prepare a statement describing the matter requiring action and the nature of the potential conflict. If he is not a member of a legislative or quasi-legislative body, the matter should be assigned to another person. If he is a member of a legislative or quasi-legislative body, he should be excused from voting unless his statement explains why, despite the potential conflict, he is able to vote and participate fairly, objectively, and in the public interest. If any official is in doubt about what steps to take, he may ask the state ethics commission (about which there will be further discussion) for an advisory opinion. This opinion will be legally binding on the commission. Thus, a public official faced with a potential conflict of interest situation has a prescribed process which guarantees that he will not subsequently be charged with a conflict of interest after acting in good faith. The absence of this kind of finality before the fact has rendered many state and local conflict of interest provisions useless.

Personal Financial Disclosure: For and Against. The preceding type of procedure is designed for the protection of the public official who is acting in good faith. Since it relies on the public official's discretion, it may not be an adequate safeguard against public officials who are not inclined to uphold the public interest. Several state laws require officials who have real or potential conflict of interest situations to disqualify themselves or to proceed only after disclosure.[18] The Supreme Court of Illinois has commented on the problem of granting such discretion to public officials:

> It would be an anomaly to enact a statute, designed to eliminate conflicts of interest between public trust and private gain, in such manner that the person affected is permitted to decide when a financial interest relates to his public employment.[19]

Common Cause has concluded that nothing short of mandatory, periodic, and detailed disclosure of personal finances by public officials will permit citizens to determine whether public officials act in the public or the private interest. Whereas a code of ethics attempts to forbid specific types of conduct on the part of public officials, financial disclosure serves two complementary purposes: it provides actual evidence of violation of statutory codes, and it discourages practices or situations that, while not illegal, are indeed unethical.

Financial disclosure requirements for public officials have been criticized on several grounds. One major argument is that a criminal cannot be identified through even the most stringent of disclosure requirements. While it is beyond question that a person who is determined to break the law will not be dissuaded by a disclosure requirement, it should be equally without question that there are persons who will cut corners if they believe that they will not be caught. In that sense, disclosure requirements inhibit corruption by establishing barriers to misdeeds. Also, annual review of their financial interests sensitizes public officials to the conflict of interest problem. Justice Brandeis put it well when he wrote: "Publicity is justly commended as a remedy for social and industrial diseases. Sunlight is said to be the best of disinfectants; electric light the most effective policeman."[20]

A second major argument against disclosure is that it will deter good people from seeking public office. The opponents of disclosure argue that massive resignations will result from disclosure requirements. Indeed, this is the instinctive reaction of many officials to the concept of disclosure. When passions cool, however, the large majority of public officials realize that the conflict of interest problem is a real one and that disclosure is a reasonable remedy.

Washington State has one of the broadest financial disclosure laws in the nation, in effect long enough to permit evaluation.[21] It applies to elected officials at every level of government. During the initiative campaign that led to its approval by 72% of the voters of Washington, mass resignations were threatened. Since its enactment, the law has been cited by opponents of reform across the country as having in fact triggered mass resignations. The assistant secretary of state of Washington has labeled such rumors "grossly exaggerated" and has pointed to these figures: of 275 elected state officials, one resignation has been attributed to the law; of 378 county officials, there have been two resignations.[22] One state representative in Washington State who resigned because of the law was later appointed to fill the vacancy his resignation had created. "After living for two weeks with my decision to resign from the Legislature, I realized how important it had been for me to serve as a state representative. Indeed, I had resigned from the wrong job," he explained.[23]

The 1973 California confict of interest act, covering 7,500 public officials, yielded similar results. A survey of the state by United Press International found that only 50 public officials had resigned.[24] The Associated Press quoted Richard Carpenter, the chief lobbyist for the California League of Cities, as stating: "I think most of our people have accepted it [the act]."[25]

In some respects, the resignations that do occur may be for the best. Certain self-serving realtors, lawyers, and developers who sit on planning boards, for example, might resign rather than disclose and be replaced by people committed to sound planning rather than high profits. While it is also true that a few highly qualified people might shun public service because of the disclosure requirement, the figures from Washington and California tend to suggest that this will be a limited problem. These losses may be more than offset by those for whom public service will be attractive only after confidence in public officials has been restored.

Opponents of financial disclosure laws on constitutional grounds generally point to United States Supreme Court decisions prohibiting state regulation that unnecessarily invades a person's right to privacy.[26] Proponents of financial disclosure cite the Court's opinions distinguishing the right of privacy of a public official from that of an average citizen when the public's right to information about public matters is at issue.[27] As with all constitutional questions, the courts must balance valued and conflicting societal rights. Society's interest in the individual's right of privacy must be weighed against society's need to protect the integrity of its governmental process. While the latter is certainly a compelling state interest, the state may not prescribe regulations that sweep unnecessarily broadly over individual rights.

The United States Supreme Court has upheld the constitutionality of the disclosure requirements of the Federal Corrupt Practices Act and the Federal Regulation of Lobbying Act and has declined to review decisions by the Supreme Courts of Illinois and Washington State that upheld extensive financial disclosure requirements.[28] The Supreme Court of California found that state's 1969 disclosure law constitutionally overbroad but recognized that "the public's right to know of matters which might bring about a conflict of interest between the public employment and the private financial interests of those holding public office is a laudable and proper legislative concern and purpose.[29]

More recently, the California court (in *County of Nevada* v. *MacMillen*) upheld a 1973 disclosure law that had been tailored to meet the court's previous objections. Thus, it would appear that courts will uphold financial disclosure laws that bear reasonable relationship to their stated purpose of identifying potential conflicts of interest on the part of public officials.

Financial Disclosure according to the Common Cause Model Act. The financial disclosure requirement in the Common Cause conflict of interest act is as critical to enforcement of the law as the enforcement commission itself. A Fairfax County (Virginia) supervisor has said: "You can pass all the conflict of interest laws you want, but the only one that counts is the one that makes clear what your financial interests are."[30]

The model act requires elected and certain appointed public officials to file annual statements of financial interests. Employees compensated at an annual rate of $20,000 or more and those in decision-making positions with regard to such sensitive areas as contracting and zoning must file. Candidates for elective public office and nominees for appointive public office must also file statements. Members of advisory boards that have no authority to spend public funds or otherwise exercise governmental authority are not required to file statements. Many low and nonsalaried public officials, such as school board members and zoning commissioners, exercise significant governmental powers that can be used for private gain and are required to file.

The statements must be available for public inspection and must include the required information for the preceding calendar year for the person required to file the statement, his spouse and dependent children, and any business entity in which he or members of his immediate family held a 10% or greater interest.

The attribution of the interests of a spouse or a business to the public official for purposes of financial disclosure has been criticized as unnecessary, but without it a public official can easily transfer to his family or business assets that he does not wish to disclose. To ease the burden of disclosure, the act allows officials to report by categories of value (e.g., $5,000 to 10,000, or more than $50,000) rather than by specific dollar amount.

The model act requires that the following interests be identified:

1. Any business or entity of which the official is a director, trustee, officer, owner, employee, or holder of stock worth $1,000 or more and whether the business or entity is regulated by state or local government;
2. Any person from whom income of $1,000 or more was received (except for mental health services). This provision is opposed by many professionals who argue that it is a violation of their professional ethics to waive their clients' privilege in this manner. However, the weight of legal authority denies the privilege for the fact of employment and the component facts of the identity of the client;[31]
3. Real property in the state valued in excess of $2,500;
4. Each creditor to whom $1,000 or more was owed (other than debts arising out of retail installment transactions);
5. Any interest of $1,000 or more in a time or demand deposit or in an insurance or endowment policy or annuity contract;
6. Any person from whom a gift or gifts of a value of $25 or more were received (excluding campaign contributions and gifts from close relatives).

The disclosure required in the model act should meet constitutional scrutiny, because there is a reasonable relationship between the information required to be disclosed and the public interest that is to be served. Precautions have been taken in order to meet current constitutional standards: the disclosure is limited; not all assets or liabilities must be disclosed; interests under certain dollar values need not be disclosed; disclosure may be by category of value rather than by precise dollar amount; and only those officials in important decision-making positions must file disclosure statements. Needless to say, some public officials will find certain of the disclosures irrelevant to their duties. The Supreme Court of Washington State addressed this inevitability:

> It would be, however, an insurmountable legislative task to tailor disclosures to each of literally a myriad of public posts, and an anomaly to require each individual to make a personal determination as to what items of his financial affairs would be relevant.[32]

So that no requirement work an unreasonable hardship in any particular case, the model act authorizes the commission to suspend or modify any of the reporting requirements.

Enforcement: A Major Obstacle. It is axiomatic that a good law that is not enforced is worth little. Far too often, legislative bodies enact laws establishing public policies that citizens want, while lack of enforcement allows politicians and special interests to continue the practices they feel that they must preserve. State and local prosecutors have shown an uncanny ability to ignore political corruption. They have their own conflict of interest: the law requires them to uphold campaign financing and conflict of interest laws that apply to them and their fellow elected officials. It is no surprise, then, that the over sixty indictments brought against state and local officials in New Jersey in recent years were initiated by federal prosecutors.[33] The Baltimore County (Maryland) state's attorney resigned in 1974 after having been convicted of various counts of obstruction of justice and misconduct in office.[34] Is it any wonder that it was federal prosecutors who obtained the conviction on kickback charges of the state's attorney's political ally, the county executive?[35] Legislative ethics committees have shown a similar reluctance to enforce legislative rules of ethics.[36]

Enforcement according to the Common Cause Model Act. Three requirements are necessary to assure that ethics laws will be enforced: (1) an independent ethics commission; (2) citizen standing to sue when the proper officials fail to enforce the laws; and (3) stiff civil and criminal penalties for violations of the act.

An independent and bipartisan ethics commission cannot feel the peer pressures against enforcement that a local prosecutor or legislative committee often cannot resist. Common Cause proposes that members of the commission be selected in such a way as to maximize their independence and impartiality.

The duties of an ethics commission should include general clerical and supervisory responsibilities, auditing of each disclosure statement, preparation of summaries of the statements, and issuance of advisory opinions. The commission should also act as the primary civil and criminal enforcement agency for the law. A procedure for the commission to follow during investigations of alleged violations is spelled out in the Common Cause proposal.

Any person may file a sworn complaint with the commission. All commission proceedings and records relating to an investigation are confidential until a final determination is made, unless the person under investigation requests that proceedings be open. The commission has subpoena power, and persons who appear before the commission have the due process rights of a witness in a court.

Upon a finding of a violation, the commission shall bring a criminal prosecution, or issue an order to require the violator to cease and desist violation of the act or pay a civil penalty of not more than $1,000 for each violation. A person convicted of using public office for financial gain or offering or accepting a bribe is guilty of a felony. Any person convicted of violating any other provision of the law is guilty of a misdemeanor.

In order to assure complete confidence in the work of the commission, citizens are given standing in court to sue in the name of the state to enforce the act. The court may order payment of reasonable attorney fees and court costs to a successful plaintiff. In order to protect public officials from frivolous suits, the court may, if it finds that the case was brought without reasonable cause, order the plaintiff to pay reasonable attorney fees and court costs incurred by the defendant.

In the past, most state and local governments have been satisfied simply to adopt codes of ethics and assume, somehow, that that is enough. Common Cause believes that the overwhelming lack of citizen confidence in government stands as persuasive testimony to the inadequacy of the response of the past. Detailed financial disclosure requirements combined with a strong and independent enforcement mechanism can make a reality of heretofore ignored codes of ethics.

THE WAVE OF REFORM

Over forty states and numerous local governments have taken significant steps to deal with the problems of money and secrecy in the last two years. Obviously, this legislation is uneven in quality and effectiveness, but on the whole it reflects sincere, constructive achievement. A major focus of this reform movement has been the issue of state and local government ethics.

Virtually every state and local government has some provisions restricting public officials and employees from certain activities.[37] Many of these have been reworked and strengthened in recent years. Twenty-eight states require certain public officials to disclose periodically certain of their financial interests.[38] Half of these laws have been enacted in the last two years, including most of the stronger ones. These laws vary widely in scope and content. Some apply only to state elected officials; others apply to local elected officials and employees as well. Some require minimal disclosure; others require nearly complete disclosure. Taken as a whole, these laws represent a solid base on which to build further reform. Of the 14 independent state ethics commissions that monitor and enforce state conflict of interest and financial disclosure laws, 11 have been established in the last two years.[39]

Common Cause supports passage of comprehensive state conflict of interest law as the most effective means of establishing a mandatory minimum standard of conduct for state and local public officials. It is unrealistic both as a political and a practical matter to expect that each municipality and county will enact its own conflict of interest ordinance. For example, the Maryland Financial Disclosure Act of 1973 directed local governments to enact financial disclosure requirements for local officials and candidates that were ''substantially'' those required by the act for state officials and candidates.[40] The attorney general of Maryland opined, however, that the provision was ''intended to be directory, not mandatory,'' largely on the grounds that such a provision is virtually unenforceable.[41] The resulting confusion and the burden of having to legislate in this complex area have led at least one local official to suggest publicly that the state amend its law to cover local officials.[42]

Selected State Statutes. A brief survey of 4 of the 13 state laws that require local as well as state officials to disclose periodically certain of their financial interests gives an idea of the variety in scope and content of these laws.[43]

In 1973 the Arkansas General Assembly amended the state's conflict of interest statute to include under the definition of ''public official'' each person ''holding a position of public trust in or under any county or municipal government, any school district. . . .'' This includes division heads within an agency or department of government. There is a code of ethics for public officials and a requirement that, on or before January 31 of each year, they file with the secretary of state statements that must include: (1) the name of any entity, subject to the jurisdiction of a regulatory agency, in which the official has a direct financial interest in excess of $1,000, or of which he is an official or director; (2) the type of business from which the official received compensation in excess of $1,500; and (3) as to attorneys and others practicing before regulatory agencies, the name of the official's firm. Candidates also must file statements.

The California Political Reform Act — the initiative approved by 70% of California voters in June 1974 — prohibits any state or local public official from participating in governmental decisions in which he knows, or has reason to know, he has a substantial financial interest. The law requires state and local governmental bodies ''at the most decentralized level possible'' to adopt conflict of interest codes to implement the policy of the state code of ethics and to require certain designated employees to file financial disclosure statements. These codes are subject to approval by a higher code-reviewing body. The state law requires state and local elected officials, candidates, chief administrative officers, and city managers to file annual disclosure statements with the Fair Political Practices Commission. The statements must include the identity of investments and interests in real property (and whether the fair market value exceeded $10,000 or $100,000). Incumbents must disclose the identity of each source of income aggregating $250 or more (or $25 if a gift) and whether the income exceeded $1,000 or $10,000. The investments, interests in real property, and income of the official's spouse and dependent children, and of an entity in which the official holds a 50% or greater ownership interest (and investments of an entity in which the official or spouse owned a 10% or greater interest), must be disclosed. Sources of income for legal or brokerage services must be disclosed only if the official received a pro rata share of $1,000 or more.

The 1974 South Dakota act requires candidates for county commissioner, mayor, city commissioner, councilman in cities of the first class, and school board membership in school districts with an enrollment of more than 2,000 students to file a statement of financial interests with their county auditor. The statement must be amended after the person takes office. Candidates for Congress and various state elected and appointed officials are also covered by the act. Officials must disclose the nature of any enterprise that contributes either more than 10% of (or more than $2,000 to) the gross income of the person and the person's family living at home, or in which the person or any member of his household controls more than 10% of the capital or stock. Values need not be reported.

The Washington State initiative, approved by 72% of the voters in November 1972, requires all state and local elected officials (except precinct committeemen) to file, on or before January 31 of each year, a sworn statement of financial affairs with the Public Disclosure Commission. Candidates must also file. The person must identify, for himself and his family living in the household, for the preceding twelve months: each public or private office, employment, directorship, and trusteeship held; each direct financial interest in excess of $500 (or $5,000, if a savings account or an insurance policy); each creditor to whom $500 or more was owed (except retail installment transactions); each person for whom legislation, rules, rates, or standards were prepared, promoted, or opposed for compensation; each entity from whom compensation in excess of $500 was received; each entity in which any office, directorship, general partnership interest, or an ownership interest of 10% or more was held; and the nature of the interest and the identity of any source from which such entity itself received compensation in excess of $500. The statement must also include all real property in the state with an assessed valuation in excess of $2,500 that was held, acquired, or divested; all real property with an assessed valuation in excess of $5,000 in the state that was held by an entity in which the filer held an ownership interest of 10% or more; and such other information as the commission may deem necessary. Value may be reported by category of amount (e.g., $1,000 to 5,000, or $25,000 or more).

Local Government Action. Comprehensive state conflict of interest laws merely establish a mandatory minimum standard of conduct. Where state laws are enacted, local governments should supplement them to take care of problems unique to their locality. Creative local experiments that work can spawn amendments to state laws. Where there are no laws or inadequate ones, local governments should move to fill the breach. The model act expressly empowers local governments to enact ordinances in this area provided that their provisions are no less strict than the state act. In the absence of such express authority, a local government's home rule powers should be sufficient to allow it to legislate in this area.[44]

In recent years local governments have become increasingly active in the money and secrecy areas. The Maryland General Assembly's financial disclosure directive and a 1973 California law authorizing local governments to require ''more detailed or complete disclosure of campaign contributions and expenditures''[45] have stimulated dozens of local ordinances in those states. Financial disclosure ordinances have been enacted in Anchorage (Alaska), in Arlington and Fairfax Counties (Virginia), and in numerous Maryland and California localities.[46] San Diego city has adopted campaign financing and lobbying ordinances; San Diego County has ordinances on campaign financing, financial disclosure, and lobbying; New York City has an excellent lobbying law.[47]

Harford County (Maryland) has attacked

money and secrecy problems with vigor. In 1972 the voters adopted a charter that provides for open council meetings and public access to public records. The charter requires the council to enact a code of ethics, to set campaign expenditure limits, to establish financial disclosure requirements, and to create a board of ethics.[48] The council has enacted the ordinances mandated by the charter; it has required campaign contribution and expenditure disclosure that is more detailed than that required by state law, and has required persons who lobby the council to register and report their lobbying expenditures. Other local governments have passed or have under consideration similar ordinances.

CONCLUSION

The tales of corruption in federal, state, and local government have brought about pollster Louis Harris's "full-blown crisis of confidence" referred to at the beginning of this article. The question now is: What are we going to do about it? Fortunately, the answer is coming in resounding terms from interested citizens and problem-solving public officials who are acting to curb the influence of money and secrecy on the political system.

There is no more critical challenge before us than the restoration of citizen support for and confidence in our institutions of government. Numerous state laws and local ordinances represent a solid base on which to build further reform. They reflect the constructive efforts of many thoughtful public officials. Most importantly, recent reforms have demonstrated that citizens working with state and local officials can make a difference.

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[1] Mike Royko, *Boss: Richard J. Daley of Chicago* (New York: E. P. Dutton & Co., Inc., 1971), p. 15. Copyright (c) 1971 by Mike Royko. Reprinted by permission of the publishers.

[2] U.S., Congress, Senate, Committee on Government Operations, *Hearing on a Survey of Public Attitudes before the Subcommittee on Intergovernmental Relations of the Senate Committee on Government Operations*, 93rd Cong., 1st sess., 1973, p. 7.

[3] Ibid., p. 8.

[4] Ibid., p. 9.

[5] Ibid., p. 12.

[6] John W. Gardner, "Rebuild Pride in Self-Government," *Common Cause Report from Washington*, December 1973-January 1974, pp. 16-17.

[7] William L. Riordon, *Plunkitt of Tammany Hall* (New York: E. P. Dutton & Co., Inc., 1963), p. 32. Reprinted by permission of the publishers.

[8] Ibid., p. 3.

[9] Joel Weisman, "Top Lieutenant of Daley Cited in Land Trust Deal," *Washington Post*, 3 May 1974.

[10] See Leonard Downie, Jr., *Mortgage on America* (New York: Praeger Publishers, 1974).

[11] Bayless Manning, "The Purity Potlatch: An Essay on Conflicts of Interest, American Government, and Moral Escalation," 24 *Federal Bar Journal* 239, 253 (1964).

[12] Nathaniel Sheppard, Jr., "Politician, Fed Up, Seeks 'Honest' Job," *New York Times*, 29 July 1973.

[13] U.S., Congress, *Hearing on a Survey*, p. 12.

[14] Other model state legislation, on campaign financing, lobbying disclosure, and open meetings, is available from Common Cause, 2030 M Street, N.W., Washington, D.C. 20036. The National Legislative Conference Committee on Legislative Ethics and Campaign Financing has prepared *Guidelines for State Legislation on Government Ethics and Campaign Financing* (Lexington, Ky.: Council of State Governments, 1974). The National Advisory Commission on Criminal Justice Standards and Goals has prepared standards for conflict of interest legislation (*Community Crime Prevention;* Washington, D.C.: Government Printing Office, 1973, pp. 209-23). The National Institute of Municipal Law Officers has prepared a model conflict of interest ordinance. See also Robert H. Freilich and Thomas M. Larson, "Conflicts of Interest: A Model Statutory Proposal for the Regulation of Municipal Transactions," 38 *University of Missouri-Kansas City Law Review* 373 (1970), and "Conflicts of Interest of State Legislators," 76 *Harvard Law Review* 1209, 1213 (1963).

[15] See Lawrence Gilson, *Money and Secrecy* (New York: Praeger Publishers, 1972). This is a Common Cause book summarizing state laws as of 1972 in the four money and secrecy areas. See also National Association of Attorneys General, Committee on the Office of Attorney General, "Legislation concerning the Corruption of Public Officials," January 1974.

[16] McQuillin, *The Law of Municipal Corporations*, Vol. 3, §12.136 (3rd ed.) (1973 Rev. Vol.).

[17] See Martin Waldron, "Study Finds Contractors in Four States Help Politicians," *New York Times*, 26 August 1973, and Monroe Karmin, "Throughout the U.S., Public Contracts Tied to 'Campaign Gifts,'" *Wall Street Journal*, 17 October 1973. See also Center for Analysis of Public Issues, *Blueprint for Scandal: The Engineering Business in New Jersey* (Woodbridge, N.J.: New Jersey Appellate Printing Company, 1974).

[18] See, e.g., *Connecticut General Statutes Annotated*, §1-67 (West Cum. Supp. 1973), *Annotated Missouri Statutes*, §105.460 (Vernon 1966), and *New Mexico Statutes Annotated*, § 5-12-10 and §15-43-15.4 (Smith Supp. 1973).

[19] *Stein* v. *Howlett*, 289 N.E. 2d 409, 413 (1972), appeal dismissed for want of a substantial federal question, 412 U.S. 925 (1973).

[20] Louis D. Brandeis, *Other People's Money* (New York: Frederick A. Stokes Company, 1932), p. 92.

[21] *Revised Code of Washington Annotated*, §42.17.240 (Initiative 276 of 1972) (West Supp. 1973).

[22] Sam S. Reed, Assistant Secretary of State of the State of Washington, Testimony To Be Delivered to Alaskan Legislators, February 18, 1974, pp. 2-3.

[23] "Washington's Tough New Law Upheld by State Supreme Court," *American Legislator* 4 (March 1974): 1.

[24] United Press International in *Los Angeles Times*, 4 January 1974.

[25] Associated Press in *San Francisco Chronicle*, 4 January 1974.

[26] See, e.g., *Griswold* v. *State of Connecticut*, 381 U.S. 479 (1965).

[27] See, e.g., *New York Times* v. *Sullivan*, 376 U.S. 254 (1964).

[28] *Burroughs and Cannon* v. *United States*, 290 U.S. 534 (1933); *United States* v. *Harriss*, 347 U.S. 672 (1954); *Stein* v. *Howlett, supra; Fritz* v. *Gorten*, 517 P.2d 911 (1974), appeal dismissed for want of a substantial federal question, 42 U.S.L.W. 3646 (1974).

[29] *City of Carmel-by-the-Sea* v. *Young*, 466 P.2d 225, 226-27 (1970).

[30] Editorial, "The Need for Local Disclosure Laws," *Washington Post*, 3 October 1973.

[31] See cases cited in Wigmore, *Evidence*, Vol. 8, §2313 (McNaughton rev. 1961).

[32] *Fritz* v. *Gorten, supra*, p. 926.

[33] See Fred J. Cook, "The Cleanup of New Jersey," *Nation* (July 16, 1973), p. 38.

[34] Charles A. Krause, "Maryland Prosecutor Green Guilty," *Washington Post*, 7 February 1974.

[35] Douglas Watson, "Anderson Guilty of 32 Counts in Md. Kickbacks," *Washington Post*, 21 March 1974.

[36] See Robert M. Rhodes, "Enforcement of Legislative Ethics: Conflict within the Conflict of Interest Laws," 10 *Harvard Journal on Legislation* 373 (1973).

[37] Gilson, *Money and Secrecy*.

[38] As of June 25, 1974, the following state statutes required certain public officials to disclose periodically certain of their financial interests (the date of enactment is included): *Code of Alabama Recompiled*, Title 55, §327 (19) (1973) (Michie Cum. Supp. 1973); Chapter 199 of the Laws of 1974 of the Arizona Legislature; *Arkansas Statutes*, §12-3006 (1971) (Bobbs-Merrill Cum. Supp. 1973); California Political Reform Act of 1974, *California Government Code Annotated*, §87200; *Colorado Revised Statutes 1963*, §3-32-2 (as amended by initiative no. 3 of 1972); *Connecticut General Statutes Annotated*, §1-76 (1971) (1973 Cum. Supp.); *Florida Statutes Annotated*, §112.313 (1969) (West 1973) and H.B. 3418 of the 1974 Session; *Hawaii Revised Statutes*, §84-17 (1972) (Supp. 1973); *Illinois Annotated Statutes*, Ch. 127 §604A-101 (1972) (Smith-Hurd Cum. Supp. 1974); *Indiana Code 1971*, Chapters 2-2.1-3 and 4-2-6 as amended by Acts 1974 Public Law No. 4; Chapter 353 of the 1974 Session Laws of the Kansas Legislature and *Kansas Statutes Annotated*, §75-4302(1970) (Cum. Supp. 1973); *Kentucky Revised Statutes*, §61.710 (1972) (Baldwin Cum. Supp. 1972); *Maine Revised Statutes*, Title 3, §391(1974); *Annotated Code of Maryland*, Art. 33, §29-4 (1973) (Michie Cum. Supp. 1973); Chapter 470 of the 1974 Session Laws of the Minnesota Legislature; *Revised Statutes of Nebraska*, §49-1106 (1971) (Cum. Supp. 1972); *New Mexico Statutes Annotated*, §5-12-10 (1967) and §15-43-15.4 (1969) (Smith Supp. 1973); *New York Public Officers Law*, §74(3) (j) (1955) (West Cum. Supp. 1973); *Ohio Revised Code Annotated*, §102.02 (1973) (Page, Current Service No. 3 1974); Chapter 121 of the 1974 Session Laws of the South Dakota Legislature; Enrolled Senate Bill No. 534 of the 1974 Session of the Oklahoma Legislature; *Tennessee Code Annotated*, §8-4125 (1972) (Bobbs-Merrill 1973); *Revised Civil Statutes of Texas*, Art. 6252-9b §3(1973) (Vernon Cum. Supp. 1974); *Utah Code Annotated*, §67-16-7 (1969) (Smith Supp. 1973); *Code of Virginia Annotated*, §§2.1-352,353, and 358 (1970) (Michie 1973); *Revised Code of Washington Annotated*, §42.17.240 (1972) and §42.22.050 (1959) (West Supp. 1973); *West Virginia Code Annotated*, §6B-1-1 (1968) (Michie Cum. Supp. 1973); and *Wisconsin Statutes 1973*, Chapter 11 as created by Chapter 90, Laws of 1973. As of June 25, 1974, financial disclosure bills were pending in the Michigan and Pennsylvania legislatures; initiatives were planned for presentation in November 1974 in Alaska and Oregon; and attempts were being made to qualify initiatives for the 1974 election in Arizona and North Dakota.

[39] The following commissions have jurisdiction over state ethics laws and have as members either no public officials or a minority of public officials — Alabama Ethics Commission: *Code of Alabama Recompiled*, Title 55, §327 (24) (1973) (Michie Cum. Supp. 1973); Arizona Ethics Board: Chapter 199 of the Laws of 1974 of the Arizona Legislature; California Fair Political Practices Commission: *California Government Code Annotated*, §83100; Florida Commission on Ethics: H.B. 2346 of the 1974 Session; Hawaii Ethics Commission: *Hawaii Revised Statutes*, §84-21 (1972) (Supp. 1973); Indiana Ethics and Conflicts of Interest Commission *Indiana Code 1971*, Chapter 4-2-6 as amended by Acts 1974 Public Law No. 4; Kansas Ethics Commission: Chapter 116 of the 1974 Session Laws of the Kansas Legislature; Louisiana Board of Ethics for State Elected Officials: *Louisiana Statutes Annotated – Revised Statutes*, §42:1144 (1964) (West 1965); Maryland Financial Disclosure Advisory Board: *Annotated Code of Maryland*, Art. 33, §29-7 (1973) (Michie Cum. Supp. 1973); Minnesota Ethics Commission: Chapter 470 of the 1974 Session Laws of the Minnesota Legislature; Ohio Ethics Commission: *Ohio Revised Code Annotated*, §102.05 (1973) (Page, Current Service No. 3 1974); Oklahoma Ethics Commission: *Oklahoma Statutes Annotated*, 74§1408 (1968) (West Cum. Supp. 1973); Washington Public Disclosure Commission: *Revised Code of Washington Annotated*, §42.17.350 (1972) (West Supp. 1973); and Wisconsin Ethics Board: *Wisconsin Statutes 1973*, §15.62 as created by Chapter 90, Laws of 1973.

[40] *Annotated Code of Maryland,* Art.33, §29-10 (1973) (Michie Cum. Supp. 1973). The 1974 Arizona law has a similar provision. The 1973 Alabama law delegates authority to require disclosure by local officials to the ethics commission.

[41] 59 Op. Md. Att'y Gen. (January 9, 1974).

[42] Stephen McKerrow, "Disclosure, Salary Hikes Cause Counties Consternation," *Evening Sun* (Baltimore), 11 January 1974.

[43] The 13 states that have laws that require local as well as state officials to file financial disclosure statements are: Arkansas, California, Florida, Illinois, Kansas, New Mexico, Ohio, Oklahoma, South Dakota, Tennessee, Utah, Virginia, and Washington. See Note 38 for citations to the statutes.

[44] For a general discussion of the powers of local governments, see McQuillin, *The Law of Municipal Corporations,* Vol. 2, Chapter 10 (3rd ed.) (1966 Rev. Vol.).

[45] *California Elections Code Annotated,* §11503 (b) (Deering Supp. 1974).

[46] See Steve Carter, *Financial Disclosure for Local Government Officials* Management Information Service Report Vol. 6 No. 3-B (Washington, D.C.: International City Management Association, March 1974), p. 1.

[47] *Common Cause News from the States,* April 1974, p. 3.

[48] Charter of Harford County, Maryland, §§217, 801-803, and 806 (adopted November 7, 1972).

APPENDIX

COMMON CAUSE MODEL CONFLICT OF INTEREST ACT

Section 1. *Purpose.*

The legislature hereby declares that public office is a public trust and that any effort to realize personal financial gain through public office other than compensation provided by law is a violation of that trust. In order to strengthen the faith and confidence of the people of the state in their government, the legislature further declares that the people have a right to be assured that the financial interests of holders of or candidates for public office present neither a conflict nor the appearance of a conflict with the public trust. Because public confidence in government can best be sustained by assuring the people of the impartiality and honesty of public officials, this act shall be liberally construed to promote complete disclosure.

Section 2. *Definitions.*

As used in this act, unless the context requires otherwise:

(*a*) "Business" means any corporation, partnership, sole proprietorship, firm, enterprise, franchise, association, organization, self-employed individual, holding company, joint stock company, receivership, trust, or any legal entity organized for profit;

(*b*) "Business with which he is associated" means any business in which the person or a member of the person's immediate family is a director, officer, owner, employee, or holder of stock worth $1,000 or more at fair market value, or any business that is a client of the person;

(*c*) "Candidate for public office" means any person who has filed a declaration of candidacy or a petition to appear on the ballot for election as a public official, or who has raised or expended money in pursuit of public office, and any person who has been nominated by a public official or governmental body for appointment to serve as a public official;

(*d*) "Commission" means the state ethics commission established in section 8 of this act;

(*e*) "Gift" means a payment, subscription, advance, forbearance, rendering or deposit of money, services or anything of value, unless consideration of equal or greater value is received. "Gift" shall not include a political contribution otherwise reported as required by law, a commercially reasonable loan made in the ordinary course of business, or a gift received from a member of the person's immediate family or from a relative within the third degree of consanguinity of the person or of the person's spouse or from the spouse of any such relative;

(*f*) "Governmental body" means any department, commission, committee, council, board, bureau, division, service, office, officer, administration, legislative body, or other establishment in the executive, legislative, or judicial branch of the state or a political subdivision thereof;

(*g*) "Immediate family" means a spouse residing in the person's household and dependent children;

(*h*) "Income" means any money or thing of value received, or to be received as a claim on future services, whether in the form of a fee, salary, expense, allowance, forbearance, forgiveness, interest, dividend, royalty, rent, capital gain, or any other form of recompense or any combination thereof;

(*i*) "Ministerial action" means an action that a person performs in a given state of facts in a prescribed manner in obedience to the mandate of legal authority, without regard to, or the exercise of, the person's own judgment upon the propriety of the action being taken;

(*j*) "Person" means a business, individual, corporation, union, association, firm, partnership, committee, club, or other organization or group of persons;

(*k*) "Political contribution" means any advance, conveyance, deposit, distribution, transfer of funds, loan, payment, pledge, purchase of a ticket to a testimonial or similar fundraising affair, or subscription of money or anything of value, except volunteer services, in connection with a political campaign, and any contract, agreement, promise, or other obligation, whether or not legally enforceable, to make a political contribution;

(*l*) "Public employee" means any individual who receives compensation at an annual rate of $20,000 or more from the state or any political subdivision thereof or who is responsible for taking or recommending official action of a non-ministerial nature with regard to:

(1) contracting or procurement;
(2) administering or monitoring grants or subsidies;
(3) planning or zoning;
(4) inspecting, licensing, regulating, or auditing any person; or
(5) any other activity where the official action has an economic impact of greater than a de minimus nature on the interests of any person.

"Public employee" shall not include individuals who are employed by the state or any political subdivision thereof in teaching as distinguished from administrative duties;

(*m*) "Public official" means any elected or appointed official in the executive, legislative, or judicial branch of the state or any political subdivision thereof, provided that it shall not include members of advisory boards that have no authority to expend public funds other than reimbursement for personal expense, or to otherwise exercise the power of the state or any political subdivision thereof.

Section 3. *Restricted Activities.*

(*a*) No public official or public employee shall use his public office or any confidential information received through his holding public office to obtain financial gain (other than compensation provided by law) for himself, a member of his immediate family, or a business with which he is associated.

(*b*) No person shall offer or give to a public official or public employee or candidate for public office or a member of his immediate family or a business with which he is associated, and no public official or public employee or candidate for public office shall solicit or accept, anything of value, including a gift, loan, political contribution, reward, or promise of future employment based on any understanding that the vote, official action, or judgment of the public official or public employee or candidate for public office would be influenced thereby.

(*c*) No person shall offer or give to a public official or public employee or a member of his immediate family or a business with which he is associated, and no public official or public employee shall solicit or accept from any one person, gifts that exceed $100 in value in the aggregate in any twelve month reporting period.

(*d*) No public official or public employee or a member of his immediate family or a business with which he is associated shall enter into any contract valued at $500 or more with a governmental body unless the contract has been awarded through an open and public process, including prior public notice and subsequent public disclosure of all proposals considered and contracts awarded. Any contract made in violation of this subsection shall be voidable by a court of competent jurisdiction if the suit is commenced within 90 days of making of the contract.

(*e*) No public official or public employee shall represent a person or act as an expert witness for compensation before a governmental body where the action or non-action of the governmental body is of a non-ministerial nature, except in a matter of public record in a court of law; provided that this shall not apply to a public official or public employee acting in an official capacity.

(*f*) No former public official or public employee shall represent a person, with or without compensation, on any matter before the governmental body with which he has been associated for one year after he leaves that body, or at any time on any matter with which he was involved while a public official or public employee.

(*g*) No person shall use for any commercial purpose information copied from statements of financial interests required by this act or from lists compiled from such statements.

Section 4. *Membership of Governmental Bodies.*

The majority of the members of a non-elective governmental body, or of a committee or subcommittee of a governmental body, whether that body is elective or not, shall not have a financial interest, either personal or through a member of their immediate family or a business with which they are associated, other than an interest of a de minimus nature or an interest that is not distinct from that of the general public, in matters subject to the jurisdiction of the body or committee or subcommittee.

Section 5. *Procedures Relating to Conflict Situations.*

Any public official or public employee who, in the discharge of his official duties, would be required to take an action that would affect directly or indirectly a financial interest of himself, a member of his immediate family, or a business with which he is associated, other than an interest of a de minimus nature or an interest that is not distinct from that of the general public, shall take the following actions:

(*a*) Prepare a written statement signed under penalty of perjury describing the matter requiring action and the nature of the potential conflict; if he is a member of a legislative or quasi-legislative body and he will not request that he be excused from voting, deliberating, or taking action on the matter, the statement shall state why, despite the potential conflict, he is able to vote and otherwise participate fairly, objectively, and in the public interest; and

(*b*) Deliver a copy of the statement to the commission and

> (1) if he is a member of a legislative or quasi-legislative body, he shall deliver a copy of the statement to the presiding officer of the body, who shall cause the statement to be recorded in the journal or minutes of the body and, upon request of the member, shall excuse the member from votes, deliberations, or any other action on the matter on which a potential conflict exists; or
>
> (2) if he is not a member of a legislative or quasi-legislative body, he shall deliver a copy of the statement to his immediate superior, if any, who shall assign the matter to another employee, or if he has no immediate superior, he shall take such steps as the commission shall prescribe or advise to remove himself from influence over actions and decisions on the matter.

Section 6. *Statement of Financial Interests Required To Be Filed.*

(*a*) Each public official and public employee shall file a statement of financial interests for the preceding calendar year with the commission on or before May 1 of each year that he holds such a position and of the year after he leaves such a position.

(*b*) Each candidate for elective public office shall file a statement of financial interests for the preceding calendar year with the commission and with the same official and at the same time as he files his legal declaration of candidacy or petition to appear on the ballot for election as a public official; provided that this subsection shall not apply to a person who has already filed a statement in that calendar year pursuant to subsection (*a*). A legal declaration of candidacy or petition to appear on the ballot shall not be accepted by an election official unless a statement of financial interests is filed with him in proper form.

(*c*) If the candidate files his legal declaration of candidacy or petition to appear on the ballot for election prior to January 1 of the year in which the election is held, the candidate shall file a supplementary statement on or before May 1 of the year in which the election is held covering the preceding calendar year; and if the candidate fails to do so, after written notice of his obligation, given on or before April 1 of that year, he shall be deemed to have withdrawn his candidacy.

(*d*) Each candidate for public office nominated by a public official or governmental body and subject to confirmation by a public official or governmental body shall file a statement of financial interests for the preceding calendar year with the commission and with the official or body that is vested with the power of confirmation at least ten days before the official or body shall approve or reject the nomination.

(*e*) No public official shall be allowed to take the oath of office or enter or continue upon his duties, nor shall be receive compensation from public funds, unless he has filed a statement of financial interests with the commission as required by this act.

(*f*) Any public official or candidate for public office filing a statement with the commission pursuant to this act shall file a copy of that statement with the clerk of the court in the local jurisdiction in which he retains his primary residence. Any public employee filing a statement with the commission pursuant to this act shall file a copy of that statement with the clerk of the court in the local jurisdiction in which he is employed. The clerks of the court shall make such statements available for public inspection and copying during regular office hours and make copying facilities available free of charge or at a cost not to exceed actual cost.

Section 7. *Statement of Financial Interests.*

(*a*) The statement of financial interests filed pursuant to this act shall be on a form prescribed by the commission and shall be signed under penalty of perjury by the person required to file the statement.

(*b*) The statement shall include the following information for the preceding calendar year with regard to the person required to file the statement, the members of his immediate family, and any business entity in which he or members of his immediate family, individually or together, held a 10% or greater equity interest at any time during the calendar year for which the statement is required:

> (1) the name, address, nature of association, and amount of interest in any business with which he was associated and in any entity in which a position as trustee was held; and, if the business or entity has done business with or been regulated by the state or any political subdivision thereof, the date and nature of such business or regulation;
>
> (2) the name, address, and nature of business of any person from whom income in the value of $1,000 or more was received, the nature of services rendered, the amount, and, if the person has done business with or been regulated by the state or any political subdivision thereof, the date and nature of such business or regulation; provided that the source of any income received for mental health services need not be included;
>
> (3) the legal description of all real property in the state, the fair market value of which exceeds $2,500, in which a direct or indirect financial interest was held, and, if the property was transferred during the preceding calendar year, a statement of the amount and nature of the consideration received or paid in

exchange for such interest, and the name and address of the person furnishing or receiving such consideration;
(4) the name and address of each creditor to whom the value of $1,000 or more was owed and the original amount, the amount outstanding, the terms of repayment, and the security given for each such debt; provided that debts arising out of retail installment transactions need not be included;
(5) the nature and amount of any interest of $1,000 or more in a time or demand deposit in a financial institution or in an insurance or endowment policy or annuity contract;
(6) the name and address of any person from whom a gift or gifts valued in the aggregate at $25 or more were received, and the value and the circumstances of each gift; and
(7) such other information as the person required to file the statement or the commission deems necessary to carry out the purposes of this act.

(*c*) Where an amount is required to be reported pursuant to subsections (b) (1) through (5) of this section, it shall be sufficient to report whether the amount is: less than $2,500; $2,500-5,000; $5-10,000; $10-25,000; $25-50,000; or more than $50,000.

Section 8. *State Ethics Commission.*

(*a*) There is established a state ethics commission composed of seven members appointed by the governor. The majority leader of the senate, the minority leader of the senate, the speaker of the house, and the minority leader of the house shall each submit to the governor a list of names of at least three individuals. The governor shall appoint one individual from each of the four lists. Of the other three members, at no time shall more than two be from the same political party.

(*b*) Members of the commission shall serve for terms of five years, except that, of the members first appointed:

(1) the two individuals appointed from the lists submitted by the majority and minority leaders of the senate shall serve for four years;
(2) the two individuals appointed from the lists submitted by the speaker and the minority leader of the house shall serve for two years; and
(3) of the other three members, one shall serve for one year, one shall serve for three years, and one shall serve for five years.

(*c*) No individual shall be appointed to more than one full five year term on the commission.

(*d*) No individual, while a member or employee of the commission, shall:

(1) hold or campaign for any other public office;
(2) hold office in any political party or political committee;
(3) participate in or contribute to any political campaign; or
(4) directly or indirectly attempt to influence any decision by a governmental body, other than as a representative of the commission on a matter within the jurisdiction of the commission.

(*e*) The governor shall declare vacant the position on the commission of any member who takes part in activities prohibited by sub-section (*d*) of this section. An individual appointed to fill a vacancy occurring other than by the expiration of a term of office shall be appointed for the unexpired term of the member he succeeds, and is eligible for appointment to one full five year term thereafter. Any vacancy occurring on the commission shall be filled within thirty days in the manner in which that position was originally filled.

(*f*) The commission shall elect a chairman and a vice-chairman. The vice-chairman shall act as chairman in the absence of the chairman or in the event of a vacancy in that position.

(*g*) Four members of the commission shall constitute a quorum and the vote of a majority of the members present is required for any action or recommendation of the commission. The chairman or any four members of the commission may call a meeting provided that advance written notice is mailed to each member and to any person who requests notice of such meetings.

(*h*) Members of the commission shall be compensated at a rate of $50 per day and shall receive reimbursement for their actual necessary expenses while performing the business of the commission.

(*i*) The commission shall employ an executive director, a general counsel, and such other staff as are necessary to carry out its duties pursuant to this act. The executive director and general counsel shall serve at the pleasure of the commission. The executive director shall be responsible for the administrative operations of the commission and shall perform such other duties as may be delegated or assigned to him by the commission, except that the commission shall not delegate the making of regulations to the executive director. The general counsel shall be the chief legal officer of the commission. The commission may obtain the services of experts and consultants as necessary to carry out its duties pursuant to this act. The comptroller and the attorney general shall make available to the commission such personnel, facilities, and other assistance as the commission may request.

Section 9. *Duties of the Commission.*

In addition to other duties prescribed by law, the commission shall:

(*a*) Prescribe and publish, after notice and opportunity for public comment, rules and regulations to carry out the provisions of this act;

(*b*) Prescribe forms for statements and reports required to be filed by this act and furnish such forms to persons required to file such statements and reports;

(*c*) Prepare and publish a manual setting forth recommended uniform methods of accounting and reporting for use by persons required to file statements and reports by this act;

(*d*) Accept and file any information voluntarily supplied that exceeds the requirements of this act;

(*e*) Make statements and reports filed with the commission available for public inspection and copying during regular office hours and make copying facilities available free of charge or at a charge not to exceed actual cost;

(*f*) Compile and maintain an index of all reports and statements filed with the commission to facilitate public access to such reports and statements;

(*g*) Prepare and publish monthly, quarterly, and annual summaries of statements and reports filed with the commission;

(*h*) Review all statements and reports filed with the commission in order to ascertain whether any person has failed to file a required statement or has filed a deficient statement;

(*i*) Preserve statements and reports filed with the commission for a period of five years from date of receipt;

(*j*) Issue, upon request, and publish advisory opinions on the requirements of this act; any opinion rendered by the commission, until amended or revoked, shall be binding on the commission in any subsequent charges concerning the person who requested the opinion and who acted in reliance on it in good faith, unless material facts were omitted or misstated by the person in the request for the opinion;

(*k*) Act as the primary civil and criminal enforcement agency for violations of the provisions of this act;

(*l*) Prepare and publish special reports and technical studies to further the purposes of this act; and

(*m*) Prepare and publish, prior to June 1 of each year, an annual report summarizing the activities of the commission.

Section 10. *Investigations by the Commission.*

(*a*) Upon a complaint signed under penalty of perjury by any person or upon its own motion, the commission shall investigate any alleged violation of this act. All commission proceedings and records relating to an investigation shall be confidential until a final determination is made by the commission. The executive director shall notify any person under investigation by the commission of the investigation and of the nature of the alleged violation within five days of the commencement of the investigation. Within fifteen days of the filing of a sworn complaint by a person alleging a violation, and every thirty days thereafter until the matter is terminated, the executive director shall notify the complainant of the action taken to date by the commission together with the reasons for such action or non-action.

(*b*) If a preliminary investigation fails to indicate probable cause for belief that this act has been violated, the commission shall terminate the investigation and so notify the complainant and the person who had been under investigation.

(*c*) If a preliminary investigation indicates probable cause for belief that this act has been violated, the commission shall initiate appropriate proceedings to determine whether there has been a violation of this act. All proceedings of the commission pursuant to this subsection shall be by closed session attended only by those persons necessary to the investigation of the alleged violation, unless the person alleged to be in violation of this act requests an open session. The commission shall have the powers possessed by the courts of this state to issue subpoenas and cause them to be served and enforced. All testimony shall be under oath which shall be administered by a member of the commission. Any person who appears before the commission shall have all of the due process rights, privileges, and responsibilities of a witness appearing before the courts of this state. All witnesses summoned before the commission shall receive reimbursement as paid in like circumstances in the courts of this state. Any person whose name is mentioned during a proceeding of the commission and who may be adversely affected thereby, may appear personally before the commission on his own behalf or file a written statement for incorporation into the record of the proceeding. The commission shall cause a record to be made of all proceedings pursuant to this subsection. At the conclusion of proceedings concerning an alleged violation, the commission shall immediately begin deliberations on the evidence and then proceed to determine by majority vote of the members present whether there has been a violation of this act. The findings of the commission concerning a violation and the record of the proceedings shall be made public by the commission as soon as practicable after the determination has been made.

Section 11. *Enforcement.*

(*a*) The commission by order may suspend or modify any of the reporting requirements of this act in a particular case if it finds that literal application of this act works a manifestly unreasonable hardship and if it also finds that such suspension or modification will not frustrate the purposes of the act. Any such suspension or modification shall be only to the the extent necessary to substantially relieve the hardship. The commission shall act to suspend or modify any reporting requirements only if it determines that facts exist that are clear and convincing proof of the findings required hereunder.

(*b*) The commission, upon a finding pursuant to section 10 of this act that there has been a violation of this act, shall begin a criminal prosecution for the imposition of criminal penalties provided by this act or shall issue an order that may require the violator to:

(1) cease and desist violation of this act;
(2) file any report, statement, or other information as required by this act; or
(3) pay a civil penalty of not more than $1,000 for each violation of this act.

(*c*) Any person who believes that a violation of this act has occurred may bring in the name of the state any of the actions authorized under this act. The court may in its discretion remand the proceedings to the commission for such further action as it may direct. The court may order payment of reasonable attorney fees and court costs to a successful plaintiff in a suit brought pursuant to this subsection. If the court finds that an action brought pursuant to this subsection was brought without reasonable cause, the court may order the plaintiff to pay reasonable attorney fees and court costs incurred by the defendant.

Section 12. *Judicial Review.*

Any action by the commission made pursuant to this act shall be subject to review in a court of competent jurisdiction upon the petition of any interested person filed within thirty days after the action for which review is sought. The court shall enter a judgment enforcing, modifying, or setting aside the order of the commission or it may remand the proceedings to the commission for such further action as it may direct.

Section 13. *Penalties.*

(*a*) Any person who violates the provisions of subsections (*a*) and (*b*) of section 3 of this act is guilty of a felony and shall be fined not more than $10,000 or imprisoned for not more than five years, or be both fined and imprisoned.

(*b*) Any person who violates the provisions of subsections (*c*) through (*g*) of section 3 or sections 5, 6, or 7 of this act is guilty of a misdemeanor and shall be fined not more than $1,000 or imprisoned for not more than one year, or be both fined and imprisoned.

(*c*) Any person who obtains financial gain from violating any provision of this act, in addition to any other penalty provided by law, shall pay into the treasury of the state a sum of money equal to three times the financial gain resulting from such violation.

(*d*) The penalties prescribed in this act do not limit the power of either house of the legislature to discipline its own members or impeach a public official, and do not limit the power of agencies or commissions to discipline officials or employees.

(*e*) Any person who violates the confidentiality of a commission proceeding pursuant to section 10 of this act, is guilty of a misdemeanor and shall be fined not more than $1,000 or imprisoned for not more than one year, or be both fined and imprisoned. Any person who willfully affirms or swears falsely in regard to any material matter before a commission proceeding pursuant to section 10 of this act is guilty of a felony and shall be fined not more than $5,000 or imprisoned for not more than five years, or be both fined and imprisoned.

Section 14. *Supplemental Provisions.*

Any governmental body may adopt requirements to supplement this act, provided that no such requirement shall in any way be less restrictive than the act.

Section 15. *Conflict of Law.*

If the provisions of this act conflict with any other statute, ordinance, regulation, or rule, the provisions of this act shall control.

Section 16. *Severability.*

If any provision of this act, or the application thereof to any person or circumstance, is held invalid, the validity of the remainder of this act and the application of such provisions to other persons and circumstances shall not be affected thereby.

Section 17. *Effective Date.*

This act shall take effect 30 days after enactment into law.

August 1, 1974

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Trends in Local Government Productivity

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Concern for productivity in local government has existed for several years under a variety of labels. The task of improving productivity is intrinsic to management. One of the basic tenets of the periodic government reforms, including the council-manager plan, has been to bring businesslike management into government. The purpose of business management techniques is to provide services as efficiently and economically as possible.

Today there is perhaps more interest in productivity on the part of local officials than ever before. Local governments across the nation have initiated a wide range of programs aimed at productivity measurement and improvement. Sponsoring jurisdictions view tentative results positively.

It would be misleading, however, to suggest that productivity efforts are as widespread as they should be. Little systematic concern is given to productivity in most local governments. Instead, problems tend to be addressed as they surface, and decisions are often made with inadequate information.

THE MEANING OF PRODUCTIVITY

Essentially, productivity refers to the ratio of output (or the results of activity) to input (or the resources consumed by the activity). Productivity means getting more or higher quality services for the tax dollar, or saving money without cutting back on services.

For many years productivity in the private sector has been measured. A quarterly index, published by the U.S. Bureau of Labor Statistics, shows productivity trends in the private sector. However, the productivity of service industries (such as banking and restaurants) has been more difficult to measure than that of industries which produce *actual* goods.

Significant differences between the public and the private sector influence management discretion and management ability to enhance productivity. First, public managers are faced with a variety of organizational constraints uncommon in the private sector, such as restrictive legal authority and civil service rules. Second, public managers operate in a political environment. Decisions may be made by local elected officials for logical political reasons which may not be consistent with maximum productivity. Third, citizen expectations play a major role in the provision of local government services. Fourth, external factors have a heavy impact on certain municipal services. Crime prevention, for example, may actually be influenced more by socioeconomic characteristics (such as the size of the 15 to 19 age group) than by any municipal policing activity. Finally, public sector management is hindered by the absence of a "bottom line." While performance in the private sector can be gauged by the profit and loss statement, the net results of government programs are not so easily measured.

This last point is key to understanding productivity as it has come to be used in the public sector. Cost efficiency, which covers productivity in the traditional sense in the private sector, is only one of several factors with which local governments must come to grips. More important is the concept of effectiveness or quality of service. A close look at most local government services shows a close relationship between the two concepts — efficiency and effectiveness. In some instances, an attempt to increase one will lead to an increase in the other. In other cases, attempts to increase one will result in a decrease in the other. For example, an increase in the number of street potholes patched per man-hour may be accompanied by less careful work resulting in shorter-lived patches.

Thus, in local government, productivity has been defined to include both efficiency and effectiveness or quality of service considerations. Indeed, there are some cases when efficiency must give way to quality considerations. For example, public transit services in most urban areas often operate a number of routes that are not particularly efficient in a passenger cost sense but are maintained as a minimum level of acceptable service.

This perspective is often not as powerful in the private sector, and is seldom included in private productivity measurement, even though it may be just as important when considering the particular product. The automobile industry, for example, does not include the costs of callbacks in productivity figures.

WHY THE INTEREST IN GOVERNMENT PRODUCTIVITY?

There are five reasons why productivity should be of interest to local government officials:

Indicators of Managerial Effectiveness. The manager's job is usually described in words that lack precise meaning, e.g., coordinate, control, plan, and direct. It is difficult, therefore, to determine whether a manager is doing a good job. Documented productivity improvements represent a tangible means through which managers may demonstrate their effectiveness.

Scarcity of Resources. Although local government expenditures increased 60% from 1967 to 1971 (according to 1970 Census data), local governments continue to be faced with a scarcity of resources in relation to desired level of services. Increasing citizen demand for municipal services, plus reliance on a tax system with a base unable to keep up with inflation, produce a long-range expenditure-revenue gap in most municipal budgets. Service levels have been maintained primarily by increasing taxes. However, public concern over living costs in general, and over increased taxes in particular, make this approach a potentially disastrous one politically. Therefore, local managers are seeking ways of producing the same or higher levels of service with the given resources.

Employee Organization and Bargaining. One of the most rapidly growing trends in local government is employee organization and collective bargaining. Several pieces of legislation are being discussed in Congress that would provide a national impetus for collective bargaining for public employees at the state and local levels. Managers have generally found themselves bargaining strictly from a defensive position. Productivity measurement and analysis can provide the information that will allow managers to attempt to relate increased wage and benefit demands to increased productivity. It can also provide employees with an objective performance standard by which they can be evaluated.

Equitable Distribution of Services. Since the urban riots of the mid-1960s and the Kerner Commission report, local governments have been charged with shortchanging low income and racial minority neighborhoods by providing a lower level of services to them than other neighborhoods receive. In the past few years a number of suits have been filed against local governments alleging intracommunity disparities in the provision of a wide variety of public services, from fire hydrants and traffic control signals to police protection and education.[1] In one example (*Hawkins* v. *Shaw*, 1971), the U.S. Court of Appeals, Fifth Circuit, found the town of Shaw, Mississippi, guilty of racial discrimination in the provision of a number of services and ordered town officials to provide black residents with services equal to those provided whites.

The question of equity has become even more important to local officials as a consequence of general revenue sharing. While revenue sharing has few strings attached, local spending is being monitored closely to prevent any deliberate or accidental discrimination in the spending of the funds. It becomes imperative, then, for local officials to be able to analyze the impact of current service delivery and proposed changes on the basis of equity. Productivity measurement is one tool that can be used to help provide that analysis.

GAO Audit Standards. In June 1972 the United States General Accounting Office (GAO) published *Standards for Audit of Governmental Organizations, Programs, Activities, and Functions*. It recommends that "the full scope of an audit of a governmental program, function, activity, or organization should encompass: (1) an examination of financial transactions, accounts and reports, including an evaluation of compliance with applicable laws and regulations; (2) a review of efficiency and economy in the use of resources; and (3) a review to determine whether desired results are effectively achieved''.[2] While this type of audit, called the performance audit, had antecedents in several federal programs (such as Model Cities, for example) its current impetus comes from congressional concerns over the utilization of revenue sharing funds.

The interest of local government administrators in productivity has led the International City Management Association to create a policy Committee on the Quality of Local Government Services. The recommendations of the committee, subsequently adopted by the ICMA membership, include the statement that ''the profession has a prime responsibility'' to ensure that:

1. Communities of all sizes concentrate their efforts on improving their effectiveness. Providing the level of services which citizens desire is a fundamental purpose of local government.
2. Programs of effectiveness measurement and improvement should begin with program objectives and goals. Ultimately, goals and objectives are established by the consumers of local services through the democratic process. The elected governing body, as the consumers' agent, should set goals for modification or ratification by citizens. To set goals which respond to local needs, it is necessary to actively seek citizen input. The local governing body, with the help of its professional administration, must translate the public's desires into specific choices between alternative uses of tax revenue and service levels.
3. In setting objectives and goals and measuring service levels, professional administrators should first concentrate on intracity comparisons of service levels. Intercity comparisons often assume incorrectly that objectives and goals of other communities are the same and that fiscal resources are comparable. Intercity comparisons, when made, should be conducted first on a regional basis where differences between communities are more readily identified.
4. Administrators should develop internal evaluation systems to measure effectiveness. The federal government, particularly the General Accounting Office, is trying to develop such systems. Local government must begin to construct its own systems and to develop evaluation techniques to the point that municipal performance measurement can become a reality.[3]

LOCAL GOVERNMENT APPROACHES TO PRODUCTIVITY

Local governments have utilized a variety of approaches for dealing with productivity. These include: (1) management by objectives; (2) performance/program budgeting; (3) productivity measurement; (4) work planning and control; (5) employee incentives; (6) productivity bargaining; (7) privatization; (8) technological innovation; and (9) performance auditing. There is no single approach or model productivity program that will be applicable or responsive to the requirements of all communities. While several local governments have initiated more than one of these approaches (some are clearly interrelated), none has been successful at coordinating and synchronizing all of them into a single program.

Management by Objectives. The setting of objectives is central to sound management, as indicated by George S. Odiorne:

> In every area of human endeavor it has been found that significant and continuing improvement and achievement occurs when those involved set specific, measurable targets and goals, define these carefully, and provide some basis for knowing how well they are performing against these goals.[4]

Management by objectives (MBO) programs usually include the following elements: (1) identifying goals by means of generalized statements identifying the aim of programs; (2) defining program objectives to attain these goals through specific targets of accomplishment; (3) assigning responsibilities for achieving the targets; (4) devising a strategy and allocating resources to achieve the targets; (5) measuring the success of attaining the targets; (6) reviewing performance; and (7) making adjustments to correct any problems identified. The MBO approach draws upon some of the other approaches, such as program budgeting and productivity measurement.

One example of an MBO program is the service measurement system developed in Palo Alto, California. It consists of the following six steps.

1. Documentation of Service Needs of the Community. This includes the collection and organization of information on council policy, community demography and environment, departmental statistics, citizen attitudes, governmental legislation, and input from departmental professionals.

2. Determination of Service Objectives and Identification of Clientele Groups. As a part of the budget process, each department determines program objectives, relates each subprogram and the changes in programs to broader departmental goals, and identifies the segment of the community served by programs.

3. Formulation of Performance Criteria and Determination of Annual Performance Targets. Measurable indices of performance are needed to monitor, evaluate, and control performance as it relates to service objectives. Visual inspections, citizen and user surveys, unit cost data, percent of population served, and accessibility charts are some techniques utilized.

4. Budget Process. Goals and objectives are studied to determine funding and manpower required to provide the desired levels of service. In cases where resources are insufficient, programs are eliminated, postponed, cut back, or combined with others.

5. Performance Reporting. A simple reporting system is used to aggregate performance data for all levels of management. The city manager receives reports by exception in those cases where a serious shortfall is anticipated in meeting specific objectives. Summary information is reported periodically to the manager and the council.

6. Performance Evaluation, Analysis, and Use. Routine performance reporting provides an opportunity to conduct annual performance evaluations, periodic program evaluations, and cost-benefit analysis of alternatives.

Similar MBO programs have also been initiated in smaller communities (for example, in Berkeley, Michigan, and Barrington, Illinois).

Review of Programs. Perhaps the most important aspect of the MBO process is the systematic review of programs to identify areas for further improvement. Mountain View, California, has developed a management review program to monitor whether policies are followed and objectives met. It also serves to make the public aware of the achievements of personnel in the programs. A five-stage review is used: (1) detailed discussion with the departmental administration; (2) meetings with supervisors and personnel; (3) compilation, generation, and analysis of appropriate data; (4) review of data with departmental staff and preparation of a draft report; and (5) review of draft and preparation of final report.

The areas covered during the review include: (1) organizational structure; (2) manpower utilization; (3) priority of existing and proposed programs; (4) five-year projections of operating and capital needs; (5) revenue sources and uses; (6) goals and objectives; (7) relevancy of programs; and (8) interrelations with other departments.

The major danger in initiating an MBO program is that it may become a ''top management game'' or a paper improvement. Unless it alters the way department heads and supervisors do their jobs, it is a waste of time. Early involvement of employees throughout the organization and a sound training program to provide a minimum base of understanding are crucial to a successful MBO program.

Performance/Program Budgeting. This approach to budgeting attempts to relate expenditures to functions or programs. It makes the budget easier to understand and provides the basis for implementing management by objectives.

When developing a performance or program budget, the operation of the city is divided into program areas. Each program is composed of subprograms, representing the departments. Departmental functions are broken into activities or cost centers. Goals and objectives are developed for each cost center. The budget process usually follows these basic steps:

1. The chief administrative officer issues general guidelines for preparing the new budget.

2. Cost center managers or department heads prepare budget requests, including cost estimates, a narrative of the objectives, an action plan, and performance measures.
3. Review of the budget is made by the chief administrative officer, the council, and possibly the public.
4. The city council approves the budget.
5. The action or performance plan is modified to fit the adopted budget.
6. Expenditures and performance targets are evaluated quarterly or monthly.

Other characteristics that are sometimes found in program budgets are the multiyear financial plan, and either 80% base budgeting or zero base budgeting. Among the cities utilizing a program/performance budget are: Dubuque, Iowa; Flint, Michigan; Phoenix, Arizona; Barrington, Bloomington, and Carbondale, Illinois; Boulder, Colorado; Charlotte, North Carolina; Rockville, Maryland; and Palo Alto, California.

Productivity Measurement. Local governments have traditionally gathered operational data, including dollars spent, man-hours employed, and various indications of work load (e.g., tons of waste collected). In recent years there has been increasing interest in measuring productivity — both the effectiveness and the efficiency — of local services. While there is inconsistency in the labels used for productivity measurements, three basic types seem to recur: end result; service level or intermediate result; and productivity measures.

End Result. These measurements are concerned with the final effect of a municipal operation and include indicators such as a visual cleanliness index for solid waste collection, an air pollution index for air pollution control, number and rate of fire injuries and deaths to civilians per 1,000 population, and number of reported and unreported crimes per 1,000 population.

End result measures attempt to identify:

1. The degree to which the intended purposes of the service are being met
2. The degree to which unintended, adverse impacts of the service on the community occur
3. Adequacy of the quantity of the service provided relative to the community's needs, desires, and willingness to pay
4. Speed and courtesy displayed in responding to citizen requests
5. Citizen perceptions of the satisfaction of the service.[5]

Measures have been developed for solid waste collection and disposal, recreation, libraries, police crime control, fire protection, transportation services, water supply, wastewater treatment, and the handling of citizen complaints and requests for services and information. In addition to the traditional data sources, these measures rely on the use of citizen surveys and on the "trained observer" technique. In this latter approach, employees are trained to use a predetermined standard for evaluating end results. For instance, alley cleanliness would be judged by comparison with photographs representing degrees of cleanliness.

Service Level or Intermediate Result. This includes measures such as percent of site plans approved within 20 weeks, percent of sewer stoppages receiving same day response, and percent of crosswalks restriped every nine months.

Generally, service level measures are directly related to a specific program objective. For example, a local government may define a service level or objective, such as "provide biweekly collection of uncontained refuse." A measure would then be "percent of collections occurring less frequently than biweekly." Another objective might be "provide 72-hour response time for FHA and HUD code compliance inspections." The measure would simply be "percent of compliance inspections conducted within 72 hours of the request." These types of measures are almost always part of an MBO program or program budget.

Service level or intermediate measures have been developed in a number of local governments, including Phoenix, Arizona, and Barrington, Illinois.

Productivity Measures. These indicators are usually expressed as a ratio of output to input, for example, number of electrical inspections made per Monday, feet of sanitary sewers cleaned per Monday, and tons of refuse collected per dollar. They may also take the form of unit costs, such as cost per rezoning application or cost per tree removed.

Generally, it is recommended that some combination of measures be developed, and that several measures be used for each activity. Productivity measurement data may be used in program planning and budgeting, management control, program evaluation and analysis, establishing performance targets, establishing employee incentive programs, performance contracting, and improving citizen feedback.

Productivity measures have been used infrequently by local governments. St. Petersburg, Florida; Carbondale, Illinois; and Palo Alto, California are at present utilizing productivity measures, as are Bloomington, Illinois; Flint, Michigan; Fairfax County, Virginia; and Sunnyvale, Palo Alto, and San Diego, California.

Work Planning and Control. The concept of work measurement dates back to the scientific management movement at the turn of the century, and to its principal proponent, Frederick W. Taylor. Work measurement experienced a rapid increase in popularity after World War II. Work planning and control, operations analysis, or work measurement, are terms for a group of techniques used to analyze individual jobs. The approach includes these six basic steps: (1) review the organizational and functional relationships and reporting systems of the agency; (2) analyze the distribution of assignments, the work procedures, and the process flow of each job task; (3) identify potential improvements in operating methods; (4) measure the time requirements for each job task; (5) install a control reporting system; and (6) establish review procedures for analyzing information received from the reporting system, monitor the timeliness and validity of the reports, and provide for auditing and revising standards.[6]

Work measurement is undertaken to accomplish a variety of objectives, including: (1) to provide management with a way to evaluate and appraise performance; (2) to assist in the programming and scheduling of work; and (3) to permit more effective budgeting and cost control. Work measurements also promote work reduction and increased efficiency, and provide greater motivation for employees.

Most applications of work measurement in local government have been developed since 1970. The most publicized program has probably been that in New York City (which is now being phased out). Phoenix, Arizona, has one of the more comprehensive programs; its work planning and control program, started in 1970, now covers about 3,200 employees — over 40% of the total work force.

Employee Incentives. Increasingly, local governments are seeking ways to improve employee motivation, morale, and job satisfaction. It is felt that skillful use of monetary and nonmonetary performance-oriented incentives (not uncommon in the private sector) could result in significant productivity increases for local governments. Incentives used in local governments include: merit increases, piecework, performance bonuses, shared savings, suggestion awards, attendance incentives, safety incentives, career development, performance targets, job enrichment, task systems, variations of working hours, competition and contests, and awards.[7]

While incentives such as these may be more responsive to the personal needs of employees than traditional management methods are, there has been little systematic evaluation of their effectiveness. Certainly the cost factors and the impact on employees not eligible for the program are considerations that should be weighed carefully before incentive programs are initiated.

Productivity Bargaining. Local government management has traditionally approached the bargaining table with a strategy of attempting to hold increases to a minimum. With the data now available through productivity measurement, a more substantive position is possible. Local government management has attempted to gain several important considerations through productivity bargaining, such as: the elimination of restrictive work rules and procedures which make it difficult to establish new manpower allocations; the right to set work standards; and limiting salary increases to the following: correcting inequities, cost-of-living increases, and higher productivity considerations.

In May 1973 an agreement between the city of Orange, California, and the city of Orange police association tied future salary increases to the crime rates for rape, robbery, and burglaries. The schedule for salary increases was linked to anticipated reduction in these crime rates. For example, during the first seven months of the program a 3% reduction in the crime rates would allow a 1% salary increase, while a 6% reduction would permit a 2% increase. Within six months of implementation, there was a 15.5% reduction in the three crime categories from the previous year.

The city of Detroit turned to productivity bargaining when the use of larger sanitation trucks and longer routes met with strong employee resistance. Four months of bargaining led to an agreement to share productivity savings fifty/fifty with the employees on a quarterly basis. A formula was developed containing the following components: paid man-hours per ton; route completion; reduction of overtime; and quality of pickup. Based on these factors, the union could "earn" up to 50% of the savings. In the first quarter (July-September 1973), $686,152 was saved, which resulted in a bonus of about $100 per employee.[8]

As another example, Yonkers, New York, recently negotiated a contract with Teamsters Local 456 (a blue collar workers' union cutting across departmental lines). The contract includes provisions for: (1) creation of a productivity pool ($25 per employee contributed by the city) for sharing savings resulting from productivity improvements; (2) definition of management's role in reduction in the labor force resulting from productivity improvements; and (3) establishment of a six-member Joint Productivity Committee (three union and three city representatives) with responsibility for deciding how to distribute money in the pool.

Other examples of productivity bargaining can be found in Flint, Michigan; New York; Philadelphia; Tacoma, Washington; Washington, D.C.; and San Mateo County, California.

Privatization. It would appear that efficiency in local government services may be improved by privatization: the provision of service formerly operated by the local government by business firms in the private sector. Several local governments are using private firms in this manner.

In some cases, an entire operation is transferred to a private firm under contract with a municipality; solid waste collection, engineering, street maintenance, and, in a few cases, fire protection and public works are examples. Specialized suboperations, such as crime laboratory services and park concessions, are also experiencing privatization in some local governments.[9]

While there are abundant examples of privatization, little comparative cost data exist, making it difficult to determine whether this method is really more efficient.

Technological Innovation. One of the most common sources of increased productivity improvement is new technology. Once reliant on the private sector (and to a lesser extent on the federal government) for new products, local governments have become more active in seeking new products designed specifically for municipal operations. Public Technology, Incorporated (PTI), now provides a new source of technology for local governments. Among the products or systems now available or under development through PTI are: a fire station location model; a fire fighter's life support system; a hot spot locator; refuse vehicle routing; a vehicle replacement package; and an equipment management system.

Technological innovation from within is uncommon in local governments. However, a few cities have been successful in initiating innovations. The Totem One program in Tacoma, Washington, is an attempt to transfer technology from the private sector to the local public sector. City resources were supplemented by the Boeing Company and the National Science Foundation. Projects already in operation for fire fighting include: a large-diameter fire hose; water additives for fire fighting; and fire hydrant valve automation. New systems for court scheduling and a dynamic routing and pool dispatching method for buses have also been initiated in Tacoma.

In Scottsdale, Arizona, municipal employees have developed a variety of technological innovations. Products developed include: a four-inch fire hose; the "snail" (a tracked, remote-controlled fire fighting device); department assembled fire trucks; the "Barrel Snatcher," "Litter Pig," and "Trash Hog" (mechanized refuse collection vehicles); and a modular truck with interchangeable bodies, cabs, running gear, and other components.

Performance Auditing. As mentioned earlier, the current interest in performance auditing centers on the standards developed by the U.S. General Accounting Office (GAO). These standards propose that the scope of audits includes financial, efficiency and economy, and effectiveness components. The performance audit is an attempt to apply a comprehensive evaluation technique to all of local government which not only will satisfy the requirements for federal programs, but will also respond to the demands and realities of local situations.

While the concept of performance auditing is generally applauded, there are a number of problems. The scarcity of available guidelines on how to implement performance auditing, the lack of clearly identified program objectives, and a general lack of standards and performance data appear to be major obstacles. Other problems are deciding on the sponsorship and responsibility for the audits, and the difficulty of determining whether local programs or external factors have been responsible for any changes observed by the audit. Added to these is the question of the ability of the auditor to guarantee the accuracy of the findings.[10]

To help investigate some of these problems, ICMA and the GAO developed a test of the performance audit in 13 local governments (Sunnyvale, California; Dade County, Florida; Newark, New Jersey; Barrington, Illinois; Beaverton, Oregon; Corpus Christi, Texas; Texarkana, Arkansas; Rock Hill, South Carolina; Fairfax City, Virginia; Portland, Oregon; Eugene, Oregon; San Diego County, California; and Flint, Michigan). One jurisdiction, Flint, Michigan, has since dropped out.

Sunnyvale, California, working with Peat, Marwick, Mitchell and Company, was the first to complete the test audit. A six-step process was utilized: (1) conduct an audit survey; (2) plan the audit; (3) conduct the audit; (4) prepare a draft report; (5) review the draft with the city; and (6) prepare the final report.

The audit survey, which is the key component of the whole process, was extended to provide information concerning the size, scope, nature, and methodology of the departments' activities. A list of 16 steps for this process was established.

The steps in the Sunnyvale survey were: (1) identify and review pertinent documents and reports to determine program scope; (2) obtain and review copies of the organizational chart; (3) identify programs conducted (get city agreement); (4) obtain the stated purpose for each program; (5) identify and review existing evaluative criteria for each program; (6) review validity of criteria; (7) consider changes in criteria (discuss with city); (8) relate criteria to stated goals; (9) determine if goals need to be revised (discuss with city); (10) review plan for accomplishing goals; (11) identify and review information reports; (12) review and document the reporting systems; (13) determine compliance with laws and regulations; (14) identify and review support services; (15) prepare audit program; and (16) consider and review problem areas and discuss with city.

The actual audit has been completed in Sunnyvale. Other communities, however, that lacked the basic program goals and performance measures have received reports emphasizing the need (and providing some direction) for developing this essential information.

WHERE DO WE GO FROM HERE?

The programs described above have one factor in common — all were initiated within the last few years. Consequently, they are more notable as productivity experiments than for their accomplishments at this early stage. The concept of productivity is not well defined. This can be seen from the variety of approaches described. The desired result however, is clear — more and better services for the resources available.

Local governments have been striving to achieve this for some time, but in a limited and uncoordinated manner. Successful productivity programs require systematic application. Until productivity and its techniques are well defined through practical application, its ultimate contribution cannot be known. Changes in the methods of municipal management can be difficult to bring about, and several years of experience with productivity measures may be required before meaningful evaluation can be made.

One of the major weaknesses in the productivity efforts to date has been the tendency to be doing things to employees rather than with or for them. While modern productivity has attempted to dissociate itself from the scientific management of Frederick Taylor, it is still plagued by its legacy. Many productivity measures implemented by local governments have been in the form of hardware such as larger garbage trucks, aimed at getting more work from employees. Hardware represents only one dimension of productivity. The work ethic is changing, and new attitudes toward work make it more difficult to take such a directive approach. Future local government productivity efforts are likely to become more humanistic and employee-oriented.

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[1] Robert L. Lineberry and Robert C. Welch, "Measuring the Distribution of Urban Public Services," report prepared for the American Political Science Association, 1973, pp. 5-6.

[2] U.S., Comptroller General, *Standards for Audit of Governmental Organizations, Programs, Activities, and Functions* (Washington, D.C.: Government Printing Office, 1972), p. 6.

[3] International City Management Association, Statement of the ICMA Board of September 22, 1973, on Achieving Quality Local Government, pp. 3-4. (Xeroxed.)

[4] George S. Odiorne, *Management by Objectives* (Westport, Conn.: Media Learning Corp., 1967), p. 31. (First published, New York: Pitman Publishing Corp., 1965.)

[5] For additional information, see Urban Institute and International City Management Association, *Measuring the Effectiveness of Basic Municipal Services* (Washington, D.C.: Urban Institute and International City Management Association, February 1974).

[6] These steps were described by Patrick Manion, Work Standards Supervisor for Phoenix, Arizona, at a special seminar at the International City Management Association, Washington, D.C., in June 1974.

[7] For a further discussion of these incentives, see article E/2 in this book; see also National Commission on Productivity, *Managing Human Resources: A Survey of Employee Incentive Plans* (Washington, D.C.: National Commission on Productivity, October 1973), p. 5.

[8] For additional information, see Jim Neubacher, *Detroit Sanitation Productivity: Everybody Wins*, Labor-Management Relations Service Report No. 18 (Washington, D.C.: Labor-Management Relations Service, November 1973).

[9] Donald Fisk, Herbert S. Keisling, and Lynn Bell, *Purchase of Service Contracting by Local Governments: An Initial Examination*, report prepared for the National Commission on Productivity (Washington, D.C.: The Urban Institute, April 1974).

[10] Harry P. Hatry, "Problems in Performance Auditing of Local Services," *Public Management*, February 1974, pp. 21-33.

E

Management Tools and Functions

1 Purchasing Practices in Cities

2 Employee Incentives in Local Government

3 Computers and the Police: Police Departments and the New Information Technology

4 Local Government Solid Waste Programs

E1

Purchasing Practices in Cities*

James T. Carter
Ronald Welf
Peat, Marwick, Mitchell and Co.

The methods and activities through which municipal goods and services are acquired have a direct impact on the provision of local government services. Purchasing activities often involve a large financial expenditure and may, in many municipalities, greatly affect local economy. In the past 25 years purchasing practices have been in a state of flux. There has been a tendency toward local purchasing ordinances, separate purchasing departments, cooperative purchasing, and related practices. This has led to a demand for information through which local government officials can assess their own purchasing capabilities as well as compare their capabilities with those of other jurisdictions.

Recognizing the need for comprehensive information on purchasing practices, the International City Management Association, in conjunction with Peat, Marwick, Mitchell and Co., conducted a survey of local government purchasing practices. The survey was sent to all cities and counties 10,000 and over in population. This report deals only with selected survey results for cities. Of the 2,290 cities surveyed, 1,169 (51%) responded (Table 1/1).

PURCHASING AUTHORITY

Respondents were asked to indicate from which of the following sources their purchasing organizations derive their authority to operate: state statute; charter, administrative code; local ordinance; legislative resolution; and administrative edict.

One objective of the survey was to determine the impact of specified sources of authority on local government purchasing and the degree of restrictiveness of such authority. A further objective was to determine the extent to which local ordinances governing purchasing have been adopted.

The influence of state statutes as a major source of authority for public purchasing is high; approximately 60% of the reporting cities indicate that the state statute is the dominant source from which they derive their purchasing authority (Figure 1/1).

Traditionally, cities experience a great deal of autonomy through home rule and similar legislation. Therefore, their purchasing authority (excluding state statute) is primarily found in the charter and/or local ordinance (Figure 1/1).

However, according to the survey results, cities have been rather reluctant to adopt local purchasing ordinances; just over half (55%) of the cities surveyed have adopted them (Table 1/2).

A majority of respondents indicate that purchasing ordinances have been adopted recently (i.e., since 1950) (Table 1/2). Some cities, especially in the largest category, adopted ordinances as early as 1900 to 1920; in fact, 50% of the cities over 500,000 fall into this category (Table 1/2). One city reported that it adopted an ordinance in the late 1800s. The survey responses also indicate that one-third of the cities with more than 500,000 population have revised their ordinances since 1970.

SELECTED PURCHASING PRACTICES AND RELATED SOURCES OF AUTHORITY

Local governments use a variety of commonly accepted purchasing practices for the solicitation, opening, and reviewing of bids. These practices support the competitive bidding process in public purchasing; many of them are also considered safeguards designed to protect the public against fraud, collusion, favoritism, and unethical practices.

Table 1/3 shows the sources of authority governing each purchasing practice concerned with the solicitation, opening and reviewing of bids for survey respondents. Responses are shown for the total number of cities reporting each practice, with the source of authority indicated; several sources of authority may be applicable for each practice. The practices or functions reported most frequently and most frequently exhibiting sources of authority were: competitive bidding requirements; exceptions, exemptions, and waivers of competitive bidding; legal solicitation notices requirements; sealed bid requirements and processing; and public opening of bid requirements. The dominant sources of authority for these practices are state statutes or local purchasing ordinances.

Larger cities are more likely to derive authority for the practices listed in Table 1/3 from local ordinances, while smaller cities rely more on state statutes. Further response statistics also show that western cities are more likely than cities in other regions to derive authority from local ordinances (not shown in table).

Table 1/1 RESPONSE TABLE FOR CITIES

Classification	No. of cities surveyed (A)	Number responding No.	Number responding % of (A)
Total, all cities	2,290	1,169	51
Population group			
Over 500,000	26	17	65
250,000-500,000	30	22	73
100,000-249,999	98	65	66
50,000- 99,999	256	163	64
25,000- 49,999	520	288	55
10,000- 24,999	1,360	614	45
Geographic region			
Northeast	707	284	40
North Central	673	344	51
South	541	276	51
West	369	265	72
Metro/city type			
Central	360	225	63
Suburban	1,301	643	49
Independent	629	301	48
Form of government			
Mayor-council	920	340	37
Council-manager	1,127	749	66
Commission	120	45	38
Town meeting	80	23	29
Rep. town meeting	43	12	28

Formal written policy covering the rules and guidelines for purchasing practices is probably necessary to assure consistency and continuity. But, contrary to this view, many of the local governments summarized in Table 1/3 are without formally documented sources of authority for a variety of practices, including: resolution of tie bids; consideration of late bids; or making awards in a manner to discourage identical or collusive bidding.

Unwritten policy appears to be the extent of coverage for a significant number of respondents. As shown in Table 1/3, 40% or more of the cities use unwritten policy or have no policy for each of these three practices. Over half of the 15 cities over 500,000 population reported that the practice of making awards to avoid collusive bidding is not covered by any stipulated policy. These large cities are less likely to be governed by any written policy than are smaller ones (no table shown).

Purchasing practices generally become systematized for routine matters. While the handling of some purchasing practices on an exception basis should perhaps be encouraged, concern for the competitive bidding process should generally require an unequivocally documented policy. The survey results indicate that most public purchasing officials place the resolution of tie bids, consideration of late bids, or collusion avoidance in this latter category.

The procuring of insurance coverage by cities is a universal function. Yet the survey results reveal that a significant number of cities with populations below 250,000 are without sources of legislative authority or documented policy

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*Data for this article were collected from the survey *City/County Government Purchasing Practices* (PURCH/73), by the International City Management Association in conjunction with Peat, Marwick, Mitchell and Co. (PMM and Co.), Washington, D.C., 1973. The survey is part of an overall study of local government purchasing practices that is being made by PMM and Co. and the National Association of State Purchasing Officials (NASPO) under the sponsorship of the U.S. Law Enforcement Assistance Administration. Additional analysis of data from this survey appeared in the July 1974 Urban Data Service Report (Vol. 6 No. 7).

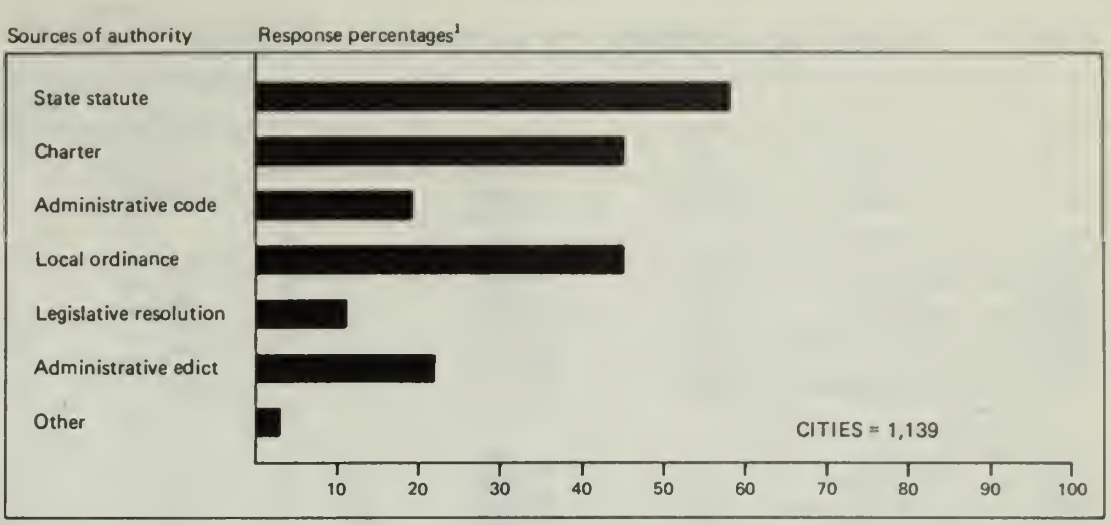
Table 1/2 CITIES WITH LOCAL ORDINANCE GOVERNING PURCHASING

Classification	No. of cities reporting (A)	Cities with local purchasing ordinance		Year purchasing ordinance first adopted											
				1900-1920		1921-1940		1941-1950		1951-1960		1961-1970		1971 and after	
		No. (B)	% of (A)	No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)
Total, all cities	1,112	613	55	18	3	48	8	55	9	151	25	198	32	46	8
Population group															
Over 500,000	16	12	75	6	50	2	17	1	8	2	17	1	8	0	0
250,000-500,000	19	15	79	0	0	4	27	2	13	1	7	5	33	1	7
100,000-249,999	64	47	73	4	9	8	17	9	19	10	21	7	15	3	6
50,000- 99,999	160	108	68	2	2	11	10	15	14	33	31	36	33	3	3
25,000- 49,999	274	159	58	3	2	8	5	7	4	40	25	53	33	19	12
10,000- 24,999	579	272	47	3	1	15	6	21	8	65	24	96	35	20	7
Geographic region															
Northeast	267	117	44	2	2	10	9	15	13	24	21	38	32	10	9
North Central	329	176	53	9	5	21	12	12	7	34	19	52	30	12	7
South	259	141	54	3	2	10	7	19	13	35	25	38	27	13	9
West	257	179	70	4	2	7	4	9	5	58	32	70	39	11	6
Metro/city type															
Central	216	144	67	13	9	23	16	21	15	25	17	41	28	7	5
Suburban	614	345	56	2	1	17	5	19	6	96	28	133	39	28	8
Independent	282	124	44	3	2	8	6	15	12	30	24	24	19	11	9
Form of government															
Mayor-council	322	162	50	12	7	15	9	13	8	26	16	47	29	14	9
Council-manager	715	415	58	5	1	29	7	38	9	120	29	145	35	27	7
Commission	43	19	44	1	5	2	11	1	5	2	11	3	16	5	26
Town meeting	22	13	59	0	0	2	15	1	8	3	23	2	15	0	0
Rep. town meeting	10	4	40	0	0	0	0	2	50	0	0	1	25	0	0

balance of table below ↓

Table 1/2 continued

Classification	Cities with local purchasing ordinance (B)	Year purchasing ordinance last changed											
		1900-1920		1921-1940		1941-1950		1951-1960		1961-1970		1971 and after	
		No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)
Total, all cities	613	1	0	3	0	6	1	43	7	180	29	162	26
Population group													
Over 500,000	12	1	8	0	0	1	8	2	17	3	25	4	33
250,000-500,000	15	0	0	0	0	1	7	1	7	7	47	4	27
100,000-249,999	47	0	0	0	0	0	0	3	6	15	32	20	43
50,000- 99,999	108	0	0	1	1	2	2	5	5	45	42	28	26
25,000- 49,999	159	0	0	0	0	1	1	15	9	45	28	45	28
10,000- 24,999	272	0	0	2	1	1	0	17	6	65	24	61	22
Geographic region													
Northeast	117	0	0	0	0	1	1	5	4	28	24	35	30
North Central	176	0	0	2	1	1	1	13	7	48	27	42	24
South	141	1	1	1	1	4	3	8	6	45	32	29	21
West	179	0	0	0	0	0	0	17	9	59	33	56	31
Metro/city type													
Central	144	1	1	0	0	4	3	12	8	49	34	47	33
Suburban	345	0	0	2	1	1	0	19	6	106	31	89	26
Independent	124	0	0	1	1	1	1	12	10	25	20	26	21
Form of government													
Mayor-council	162	1	1	0	0	2	1	9	6	46	28	43	27
Council-manager	415	0	0	3	1	4	1	33	8	125	30	113	27
Commission	19	0	0	0	0	0	0	0	0	5	26	2	11
Town meeting	13	0	0	0	0	0	0	0	0	2	15	4	31
Rep. town meeting	4	0	0	0	0	0	0	1	25	2	50	0	0



[1] Percentages, when totaled, exceed 100%, since many respondents indicated more than one source.

Figure 1/1 *Sources of purchasing authority*

covering insurance purchases (no table shown). The most common source of authority governing insurance practices is the local purchasing ordinance (Table 1/3).

The survey results reveal that 52% of the responding cities are authorized to procure outside professional services contracts through central purchasing (not shown). However, a considerable portion of the respondents in Table 1/3 are without appropriate legislative authority or documented policy covering the solicitation, opening, and reviewing of bids for the purchase of professional services. Where coverage does exist, it is usually through state statute or local purchasing ordinance.

The use of local preferences, or "buy locally," has long been an important consideration in awarding public contracts. The survey sought to determine the extent to which local preferences are used and the authorization for their usage. The sources of authority for such practices rest mostly in unwritten policy for all population groups.

More than one-third of the responding cities are without any documented coverage for local preferences (Table 1/3).

Minority set-aside, small business set-aside, and affirmative action program practices are relatively uncommon and, when used, are often authorized on the basis of unwritten policy.

SAFEGUARDS AND CONTROLS

Safeguards and controls in public purchasing serve to assure that purchasing negotiations and the resulting procurements are executed fairly and openly without prejudice to either the procuring body or the vendor. The most common safeguard and control activities are shown in Table 1/4.

Written policy generally leads to operating procedures which are supported by state statute or local purchasing ordinance. It is safe to say that unwritten policy is often considered a forerunner to written policy. Unwritten policy is usually developed to achieve prudent management or give credence to legal opinions rendered. Therefore, the degree of effectiveness of any safeguard or control is not necessarily attributable to the sources of authority. However, the absence of coverage for any particular practice reveals a lack of awareness or acceptance of the protective benefits of the practice.

Bidder prequalification assumes the existence of predictors that can be reliably determined prior to performance. The survey results show that 43% of the responding cities do not provide for bidder prequalification, nor does statutory or local legislation support bidder prequalification in any significant way (Table 1/4).

Establishing and maintaining a bidder's list is a well-recognized practice in local governments. A bidder's list provides a framework for integrity and fair play in the competitive process and may also provide an audit trail for purchasing actions. However, responses in Table 1/4 show that unwritten policy or no coverage are the prevailing attitudes as regards a bidder's list.

There is stronger acceptance of the idea that bids submitted competitively should be certified against collusive vendor submissions. State legislation would appear to be the main source of authority for this. However, as shown in Table 1/4, 18% of the responding cities reported the use of unwritten policies, and 32% do not cover this control practice.

Safeguard and control practices strongly supported by state and local legislation, legal opinions, and other forms of written policy, include: provisions for conflict of interest, prohibitions against corrupt vendors, and prohibitions against the acceptance of gifts, promises, or

Table 1/3 SOURCES OF AUTHORITY FOR PRACTICES INVOLVING SOLICITING, OPENING, AND REVIEWING BIDS

		Sources of authority[1]					
Selected purchasing practices	No. of cities reporting (A)	State statute: % of (A)	Local purchasing ordinance: % of (A)	Legal opinions: % of (A)	Other written policy: % of (A)	Unwritten policy: % of (A)	Not covered: % of (A)
Competitive bidding requirements	1,111	63	53	13	13	0	0
Exemptions from competitive bidding	1,015	42	41	22	18	10	6
Legal solicitation notices	1,020	53	45	13	16	7	5
Sealed bid processing	1,102	55	49	11	19	10	1
Public opening of bids	1,102	54	48	10	18	10	2
Resolution of tie bids	1,016	23	28	21	11	20	20
Consideration of late bids	998	23	21	26	10	20	20
Collusion avoidance	980	26	23	16	10	20	29
Disposal of surplus and scrap	1,031	27	43	9	18	18	9
Insurance purchase	1,066	22	29	12	16	24	18
Professional services contracts	1,008	28	32	13	16	21	16
Local preferences	930	12	17	5	10	31	36
Minority set-aside	817	9	7	5	5	10	72
Small business set-aside	809	7	6	4	3	10	76
Affirmative action program	821	10	12	5	12	11	60

[1] Percentages, when totaled, exceed 100%, since many respondents indicated more than one source.

Table 1/4 SOURCES OF AUTHORITY FOR SAFEGUARD AND CONTROL PRACTICES

Safeguard and control practices	No. of cities reporting (A)	Sources of authority[1] State statute: % of (A)	Local purchasing ordinance: % of (A)	Legal opinions: % of (A)	Other written policy: % of (A)	Unwritten policy: % of (A)	Not covered: % of (A)
Bidder prequalification	1,049	18	14	7	9	25	43
Establishing a bidder's list	1,066	7	19	2	10	42	28
No collusion certification by bidder	1,034	26	17	10	15	18	32
Conflict of interest	1,062	45	26	15	16	14	14
Prohibition against corrupt bidder or vendor combinations	1,034	39	18	14	11	17	24
Prohibition against the acceptance of gifts, promises, or bribes	1,057	40	25	9	25	23	10
Agency complaint procedures	1,007	7	8	6	10	32	45
Bidder or vendor protest procedures	1,007	14	10	15	6	26	41
Suspension of vendor measures	1,008	9	12	11	7	28	43
Prior legal review of purchasing contracts	1,019	12	17	27	12	28	20
Authorized purchase order preexistent to acknowledgment of vendor invoices	1,038	11	32	5	32	25	11

[1] Percentages, when totaled, exceed 100%, since many respondents indicated more than one source.

Table 1/5 MEDIAN DOLLAR VALUES REQUIRING COMPETITIVE BIDDING

	Informal verbal quotes				Informal written quotes				Formal sealed bids	
	Minimum		Maximum		Minimum		Maximum		Minimum	
Classification	No. of cities reporting	Median ($)	No. of cities reporting	Median ($)	No. of cities reporting	Median ($)	No. of cities reporting	Median ($)	No. of cities reporting	Median ($)
Total, all cities	414	50	702	500	626	326	699	1,999	962	1,500
Population group										
Over 500,000	6	13	12	750	14	500	14	2,000	15	2,500
250,000-500,000	14	3	20	874	15	301	18	2,000	21	2,500
100,000-249,999	24	25	44	500	34	275	45	2,000	55	2,000
50,000- 99,999	77	50	127	500	106	301	128	2,000	144	2,000
25,000- 49,999	110	50	187	500	171	500	186	1,999	247	1,800
10,000- 24,999	183	100	312	500	286	300	308	1,500	480	1,500
Geographic region										
Northeast	91	75	142	500	138	250	144	1,500	231	1,500
North Central	101	50	192	750	161	500	198	1,500	275	1,500
South	121	50	180	500	159	300	167	1,000	229	1,000
West	101	100	188	750	168	450	190	2,500	227	2,500
Metro/city type										
Central	102	25	164	500	145	300	163	1,999	193	2,000
Suburban	216	100	386	500	336	451	388	2,000	546	2,000
Independent	96	50	152	500	145	300	148	1,500	223	1,500
Form of government										
Mayor-council	105	75	166	500	153	500	159	1,500	259	1,500
Council-manager	292	50	506	500	441	400	504	2,000	643	2,000
Commission	10	1	18	500	18	100	24	1,500	33	1,500
Town meeting	5	10	7	250	9	300	7	1,000	19	1,000
Rep. town meeting	2	0	5	500	5	250	5	1,000	8	1,000

bribes. Noticeably absent from extensive coverage by legal authority are measures designed to eliminate favoritism or the application of varying standards: agency complaint procedures, bidder or vendor protest procedures, and suspension of vendor measures.

BIDDING PRACTICES

Bidding practices followed by most local governments are generally set forth in state or local laws. Bidding practices were reviewed to disclose the state-of-the-art with respect to: dollar values required for competitive bidding; dollar amounts requiring legal bid notices; extent of exceptions, exemptions, and waivers of competitive bidding permitted by law; and types of surety required to accompany bids submitted.

Dollar Values Required for Competitive Bidding. With inflationary pressures continually mounting, public purchasing officials are increasingly concerned with agonizing procurement problems caused by established parameters requiring competitive bidding. Table 1/5 presents the dollar value requirements for competitive bidding. Since responses contained several very high dollar values, the median statistics are used as a measure of central tendency rather than the mean. Overall, the median range dollar values of bids which require competitive bidding are: informal verbal quotes, $50-$500; informal written quotes, $326-$1,999; and formal sealed bids, $1,500. The overlap in the ranges of values indicates the use of various quotation/bid methods. It is

Table 1/6 DOLLAR AMOUNTS AT WHICH LEGAL NOTICES FOR BIDS ARE REQUIRED

Classification	No. of cities reporting	Mean ($)	Lowest ($)	First quartile ($)	Median ($)	Third quartile ($)	Highest ($)
Total, all cities	920	2,353	10	1,000	2,000	2,500	30,001
Population group							
Over 500,000	17	3,501	20	1,250	4,000	5,000	7,500
250,000-500,000	21	2,654	500	1,125	2,500	3,500	5,000
100,000-249,999	50	2,950	250	1,125	2,250	3,750	20,000
50,000- 99,999	135	2,650	300	1,500	2,000	3,000	25,000
25,000- 49,999	238	2,184	100	1,000	2,000	2,500	10,000
10,000- 24,999	459	2,232	10	1,000	1,500	2,500	30,001
Geographic region							
Northeast	236	1,818	200	1,500	1,500	2,500	10,000
North Central	257	2,267	20	1,000	1,500	2,875	10,000
South	202	2,079	10	1,000	1,000	2,500	25,000
West	225	3,257	200	2,000	2,500	3,500	30,001
Metro/city type							
Central	174	2,413	20	1,000	2,000	3,000	10,000
Suburban	534	2,403	10	1,000	2,000	2,500	25,000
Independent	212	2,177	50	1,000	1,500	2,500	30,001
Form of government							
Mayor-council	266	2,084	10	1,000	1,500	2,500	10,000
Council-manager	602	2,540	100	1,000	2,000	3,000	30,001
Commission	31	1,819	250	1,000	1,500	2,500	5,000
Town meeting	14	1,250	500	750	1,000	2,000	2,000
Rep. town meeting	7	1,071	500	875	1,000	1,000	2,000

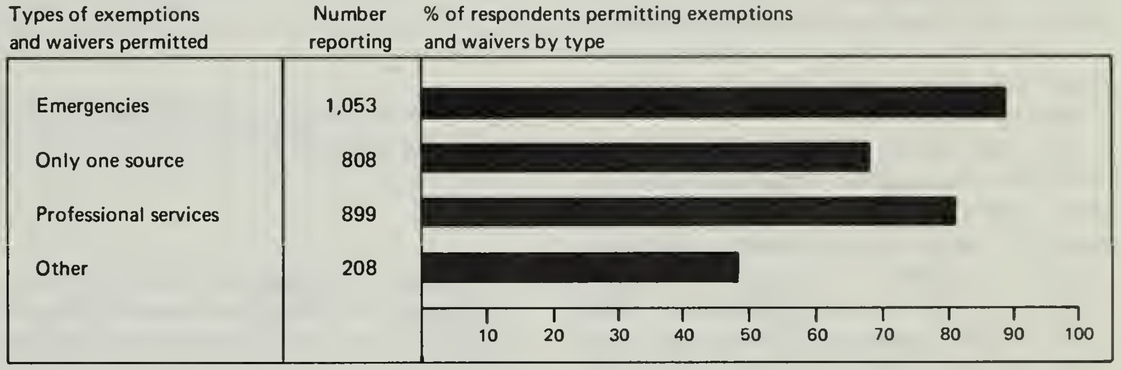


Figure 1/2 *Exceptions, exemptions, and waivers of competitive bidding permitted by law*

highly probable that this occurs because some respondents reported that the same range applies to both types of informal quotes, while others reported that a different range applies. For example, the number of respondents reporting a top dollar value for informal verbal quotes in Table 1/5 is significantly greater than the number reporting a minimum dollar value. This also applies to responses for informal written quotes, which results in overlapping dollar values for the two competitive bidding requirements.

Dollar Amounts Requiring Legal Bid Notices. Table 1/6 shows the dollar amounts at which legal notices for bids are required. The dollar amount requiring legal bid notices in larger cities is higher than the dollar amounts required for smaller cities. For instance, the median is $1,500 for cities with populations of under 25,000 and $4,000 for cities over 500,000.

The overall mean value of $2,353 is approximated by the median value of $2,000 (Table 1/6). This indicates that the measures of central tendency are not significantly skewed by the wide disparity between the lowest and highest values because of infrequent responses for those values.

Permissiveness of Exceptions, Exemptions, and Waivers. Although most cities have a documented source of authority which describes their competitive bidding requirements, there may be conditions warranting exception, exemption, or waiver of the competitive bidding practice because of such considerations as emergencies, only one supply source, professional services, etc. The application of exemptions or waivers of competitive bidding should focus on the unusual conditions rather than on the purchase of a specific commodity or service.

Most responding cities (nearly 90%) accept emergencies as conditions warranting the waiver of competitive bidding. Figure 1/2 depicts this response, as well as responses on exemptions and waivers for only one supply source, professional services, and other. The figure reveals that about 65% of the cities favor exemptions or waivers on the basis of sole source, while many cities (80%) also recognize the need for exemptions or waivers on the basis of professional services.

Types of Surety Required. The type of surety most frequently required by cities when bids are submitted is bid bonds. Figure 1/3 shows that 87% of the respondents have requirements for bid bonds.

The use of bid deposits is considerably less frequent than that of bid bonds. This, however, should not imply that bid bonds are used to the exclusion of bid deposits. Often, local governments have the option to use either, depending on the sensitivity of purchasing management. The survey results revealed that cities in the population group 50,000 to 99,999 employ both bid bonds and bid deposits fairly evenly (not shown in figure). Figure 1/3 indicates that the use of other forms of surety in minimal. Only 9% of the cities indicate that no bond or deposit is required; the larger cities tend to require such protection less often than do smaller cities (not shown in figure).

Table 1/7 is concerned with the use of bid bonds or bid deposits and performance bonds. Fifty percent of the cities reporting require bid bonds or bid deposits. However, the percentage of cities requiring bid bonds decreases as the size of the city increases. Cities with population between 100,000 and 250,000 generally have a higher limit before requiring a bid bond or bid deposit than do cities in other population groups. Geographically, the mean dollar limits are highest in western cities.

Slightly over half (54%) of the responding cities require performance bonds. A greater proportion of cities over 250,000 have performance bond requirements than do smaller cities (Table 1/7).

PURCHASING SPECIFICATION PRACTICES

A description of design, quality, and performance requirements must be developed before an item or service may be purchased. These features are set forth in specifications which permit bidders to compete effectively. Two areas regarding specifications were addressed by the survey: the drafting and approval of specifications which accompany the invitation to bid; and the nature and content of the specifications.

Results of the survey indicate that the responsibility for drafting purchasing specifications which accompany the invitation to bid is held most commonly by either the user agency or the purchasing department (Figure 1/4). Data from which Figure 1/4 is derived show that cities over 500,000 population place the responsibility for drafting specifications with the user agencies more often than do cities with smaller populations: 82% for the largest cities versus 51% for cities less than 500,000.

After purchasing specifications are drafted they must receive final approval; Figure 1/5 shows where cities place the authority for approval of purchasing specifications. Specifications are most likely to be approved by a city manager or a purchasing department or agent (38% and 22%, respectively). Most of the cities over 100,000 population prefer that final approval authority lie with the purchasing department, possibly because more larger localities have separate purchasing departments. Smaller cities (under 100,000) place the authority for approval of specifications with the city manager more often than with any other approving authority (not shown in figure).

Table 1/8 relates responsibility for drafting purchasing specifications to final approval authority for such specifications. The city manager is more likely than any other to have the final specification approving authority regardless of where the responsibility for drafting specifications may rest, with the exception of cases where a separate committee is responsible for drafting the specifications.

Table 1/9 shows current practices for specifications of brand or trade names, constraints on restrictive specifications, and drafting of standard specifications for common use by all user agencies. The following summarizes the practices shown: permit use of brand or trade names, 64%; legally constrain the writing of restrictive specifications, 40%; and use standard specifications, 51%. These practices tend to be most common in the larger cities; for example, 84% of the cities with populations over 100,000 permit the use of brand and trade names compared with 62% of the cities with less than 100,000 population.

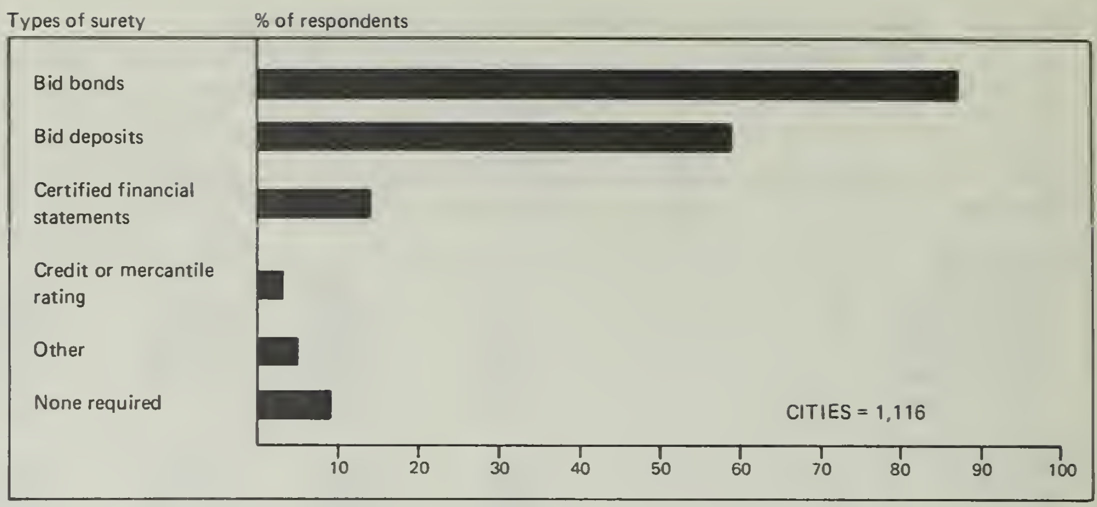


Figure 1/3 *Surety required when bids submitted*

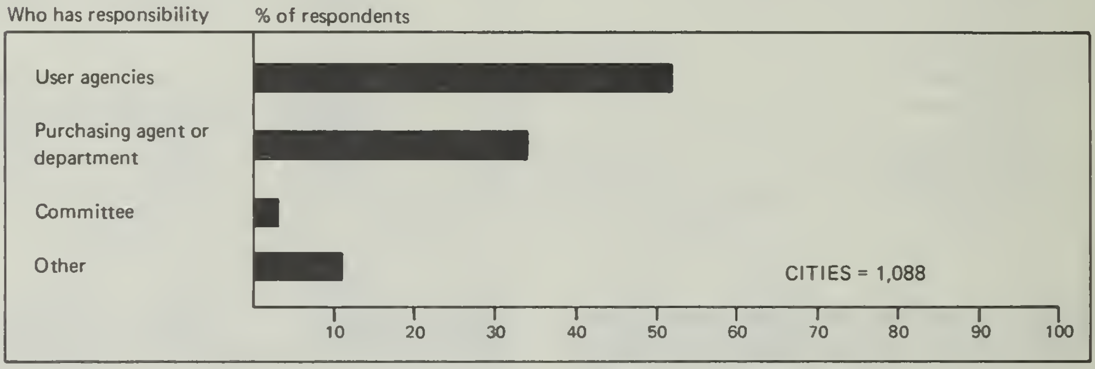


Figure 1/4 *Responsibility for drafting purchasing specifications*

Effective centralized purchasing requires the use and recognition of standard specifications to consolidate like items of purchase. Where standard specifications are applicable, they have the potential to permit volume leverage, to reduce time spent in preparing bid invitation packages, and to assure a minimum (or maximum) quality of goods and services purchased. As shown in Table 1/9, cities over 250,000 population are most likely to use standard specifications, while smaller cities are less likely to use them.

NATURE OF THE PURCHASING FUNCTION

To explore the nature of the purchasing function in local government, a series of questions was structured to discern the state-of-the-art with respect to: the extent to which centralized purchasing is practiced; the scope of purchasing activities authorized; and the types of cooperative purchasing permitted.

Centralized Purchasing. Many public and private purchasing officials recognize that there are benefits to volume-buying through centralized efforts. Centralization substantially reduces duplication of effort and, for many local governments, results in more efficient and economical purchasing operations.

Sixty-four percent of the cities responding have central purchasing (Table 1/10). The centralization concept seems well entrenched in cities, then — even in cities 10,000 to 24,999.

Tradition, circumstances, and alleged uniqueness are some of the reasons why many cities legally exempt certain departments, agencies, or bureaus from central purchasing. Nearly 20% of the cities provide legal exemptions (Table 1/10). Some officials believe that these types of exclusions tend to weaken the fiber of centralization and diminish the full benefits.

Cooperative Purchasing. The pooling of purchasing with neighboring or constituent governmental jurisdictions represents another way of multiplying the volume-buying leverage for local government. When successfully combined with centralization, cooperative purchasing may become a significant resource to management. Evidence of the effectiveness of this resource dates back to the Depression year of 1931, with what has become known as the "Cincinnati Plan."[1] For purposes of this survey, however, cooperative purchasing means: making purchases under contracts established by another governmental jurisdiction; establishing contracts under which other governmental jurisdic-

Table 1/7 REQUIREMENTS FOR BID BONDS OR DEPOSITS AND PERFORMANCE BONDS

	Bid bonds or deposits									Performance bonds				
						Dollar amounts at which bid bonds are mandatory								
		Mandatory		Discretionary							Mandatory		Discretionary	
Classification	No. of cities reporting (A)	No.	% of (A)	No.	% of (A)	No. of cities reporting	Mean ($)	Median ($)	Highest ($)	No. of cities reporting (B)	No.	% of (B)	No.	% of (B)
Total, all cities	939	496	50	493	50	220	2,871	2,500	25,000	1,023	551	54	472	46
Population group														
Over 500,000	16	4	25	12	75	3	3,333	4,000	5,000	15	11	73	4	27
250,000-500,000	20	9	45	11	55	6	2,750	3,000	5,000	19	15	79	4	21
100,000-249,999	53	24	45	29	55	17	4,323	3,000	20,000	56	26	46	30	54
50,000- 99,999	146	67	46	79	54	34	3,522	2,500	20,000	144	91	63	53	37
25,000- 49,999	248	126	51	122	49	54	2,879	2,500	25,000	255	140	55	115	45
10,000- 24,999	506	266	53	240	47	106	2,420	2,000	10,010	534	268	50	266	50
Geographic region														
Northeast	253	147	58	106	42	69	2,425	1,500	20,000	253	179	71	74	29
North Central	290	160	55	130	45	58	2,438	1,500	10,000	301	160	53	141	47
South	218	89	41	129	59	38	3,197	2,500	25,000	236	95	40	141	60
West	228	100	44	128	56	55	3,663	3,000	20,000	233	117	50	116	50
Metro/city type														
Central	188	83	44	105	56	48	3,344	2,500	20,000	196	106	54	90	46
Suburban	560	304	54	256	46	131	2,626	2,000	20,000	573	330	58	243	42
Independent	241	109	45	132	55	41	3,102	2,500	25,000	254	115	45	139	55
Form of government														
Mayor-council	281	177	63	104	37	70	2,864	2,500	20,000	290	178	61	112	39
Council-manager	648	291	45	357	55	137	2,874	2,500	25,000	676	337	50	339	50
Commission	36	20	56	16	44	8	3,938	1,500	20,000	33	20	61	13	39
Town meeting	16	3	19	13	81	1	1,000	...	1,000	15	10	67	5	33
Rep. town meeting	8	5	63	3	38	4	1,250	1,000	2,000	9	6	67	3	33

Table 1/8 RESPONSIBILITY FOR DRAFTING AND AUTHORITY FOR FINAL APPROVAL OF PURCHASING SPECIFICATIONS

		Person or office having final approving authority						
Responsibility for drafting specifications	Total no. with responsibility for drafting (A)	Mayor: % of (A)	City manager: % of (A)	User agency: % of (A)	Purchasing agent or department: % of (A)	Committee: % of (A)	City council: % of (A)	Other: % of (A)
User agency	564	5	38	17	22	2	13	2
Committee	30	30	7	...	7	37	20	...
Purchasing department	375	6	39	5	30	2	15	2
Other department	119	8	39	4	6	4	24	9

tions may purchase; or combining requirements with another governmental jurisdiction under the same contract.

As seen in Table 1/11, 85% of the cities reporting are permitted to engage in cooperative purchasing.

Suitable state laws seem to be the core stimulant for many of the cooperative measures at the local level. Yet, in practice, the success of a responsive cooperative program probably lies with the large cities. The data in Table 1/11 indicate the types of participating organizations involved in cooperative purchasing. While the data indicate that 67% of the responding cities may purchase cooperatively under state contracts, a large proportion also interact with other cities and counties.

Scope of Purchasing Activities. The functions provided by local governments are, by nature, service-oriented and responsive to the needs of the citizens. The functions range from maintaining health, welfare, and education delivery programs to public protection programs; from supplying local utilities to enhancing the quality of life.

To perform these functions, various activities must be carried out in the purchasing of needed goods and services. These activities are listed in Table 1/12. The principal types of purchasing activities authorized to be performed by the purchasing department are: material and supply purchases; equipment purchases; equipment leases/renting; outside personal services; outside professional services; construction contracting; real property purchases; real property leases/renting; surplus/excess sales; and interdepartment/agency transfers.

The respondents were asked to indicate for the above purchasing activities the approximate number and dollar volume of contracts awarded for the latest fiscal year. However, the low number and wide disparities of responses in this area precluded any meaningful measures and interpretations of the data.

While authorized purchasing activities are usually delineated in the basic purchasing authority, such as the ordinance, the purchasing manual is used to communicate operating policies. Given these two levels of policy and direction, the survey investigated the existence of an intermediate level within the hierarchy: enforceable rules and regulations which are legally binding. Eighty-two percent (926 of 1,126) of the cities reported that they do, in fact, operate under purchasing rules and regulations which are legally binding (no table shown).

Table 1/9 PURCHASING SPECIFICATION PRACTICES

Classification	Use of brand or trade names in specifications					Legal requirement constraining restrictive specifications					Use of standard specifications for all user agencies				
	No. of cities reporting (A)	Permitted		Not permitted		No. of cities reporting (B)	Yes		No		No. of cities reporting (C)	Yes		No	
		No.	% of (A)	No.	% of (A)		No.	% of (B)	No.	% of (B)		No.	% of (C)	No.	% of (C)
Total, all cities	1,097	699	64	398	36	1,051	423	40	628	60	1,081	549	51	532	49
Population group															
Over 500,000	16	13	81	3	19	16	5	31	11	69	16	14	88	2	13
250,000-500,000	22	20	91	2	9	21	13	62	8	38	22	19	86	3	14
100,000-249,999	61	50	82	11	18	58	32	55	26	45	60	39	65	21	35
50,000- 99,999	157	117	75	40	25	154	75	49	79	51	156	96	62	60	38
25,000- 49,999	274	163	59	111	41	263	98	37	165	63	268	148	55	120	45
10,000- 24,999	567	336	59	231	41	539	200	37	339	63	559	233	42	326	58
Geographic region															
Northeast	262	169	65	93	35	254	132	52	122	48	263	125	48	138	52
North Central	321	185	58	136	42	306	112	37	194	63	311	151	49	160	51
South	259	174	67	85	33	249	80	32	169	68	256	136	53	120	47
West	255	171	67	84	33	242	99	41	143	59	251	137	55	114	45
Metro/city type															
Central	217	158	73	59	27	213	99	46	114	54	216	138	64	78	36
Suburban	601	369	61	232	39	577	237	41	340	59	594	285	48	309	52
Independent	279	172	62	107	38	261	87	33	174	67	271	126	46	145	54
Form of government															
Mayor-council	306	174	57	132	43	293	132	45	161	55	301	130	43	171	57
Council-manager	723	483	67	240	33	693	260	38	433	62	711	393	55	318	45
Commission	40	24	60	16	40	37	21	57	16	43	40	16	40	24	60
Town meeting	19	12	63	7	37	19	7	37	12	63	20	6	30	14	70
Rep. town meeting	9	6	67	3	33	9	3	33	6	67	9	4	44	5	56

Table 1/10 CITIES HAVING CENTRAL PURCHASING

Classification	No. of cities reporting (A)	Cities having central purchasing		Average number of years central purchasing has been in use		Cities having departments, agencies, or bureaus legally exempted from central purchasing	
		No. (B)	% of (A)	No.	Mean years	No.	% of (B)
Total, all cities	1,143	732	64	699	13	142	19
Population group							
Over 500,000	17	16	94	16	36	6	38
250,000-500,000	22	22	100	21	30	4	18
100,000-249,999	65	58	89	58	23	17	29
50,000- 99,999	159	133	84	130	15	24	18
25,000- 49,999	282	198	70	190	11	34	17
10,000- 24,999	598	305	51	284	9	57	19
Geographic region							
Northeast	277	165	60	160	12	49	30
North Central	335	181	54	168	13	39	22
South	269	191	71	187	14	32	17
West	262	195	74	184	13	22	11
Metro/city type							
Central	222	189	85	186	21	39	21
Suburban	627	394	63	372	10	70	18
Independent	294	149	51	141	10	33	22
Form of government							
Mayor-council	327	165	50	161	14	47	28
Council-manager	741	532	72	508	13	85	16
Commission	44	25	57	22	15	6	24
Town meeting	21	6	29	5	8	3	50
Rep. town meeting	10	4	40	3	14	1	25

PURCHASING OPERATIONS AND MANAGEMENT

The character of purchasing operations and management becomes more visible if documented procedures exist, if an effective method of communication with user departments exists, or if the purchasing system is integrated with the basic management functions of budgeting and accounting. When such expressions are also evidenced by financial or performance audits, the level of confidence in the character of purchasing is significantly enhanced.

A manual of procedures may be among the most helpful tools available to aid purchasing managers in implementing and assuring the continued existence of uniform purchasing practices. And yet, results of this survey show that only 33% of the 1,139 reporting cities have prepared or issued a purchasing manual (Table 1/13). The larger cities (100,000 and over) are more likely to have purchasing manuals than are the smaller ones.

While user departments within local governments are perennially faced with the task of budget formulation, they are substantially without the formal means of interrogating their purchase systems for pertinent pricing information. Although historical prices have their place, prospective pricing information is certainly more relevant for the purpose of determining budgets. Appropriate interaction with and involvement of purchasing officials at this stage in

Table 1/11 COOPERATIVE PURCHASING IN CITIES

Classification	No. of cities reporting (A)	Cities permitted to conduct cooperative purchasing No. (B)	% of (A)	Types of organizations involved in cooperative purchasing[1]: State No.	State % of (B)	Other municipalities/counties No.	% of (B)	Hospitals No.	% of (B)	Authorities/ districts (sewer, water, housing) No.	% of (B)
Total, all cities	1,119	947	85	635	67	565	60	43	5	128	14
Population group											
Over 500,000	17	11	65	7	64	9	82	2	18	6	55
250,000-500,000	22	18	82	13	72	14	78	5	28	7	39
100,000-249,999	65	56	86	37	66	34	61	5	9	10	18
50,000- 99,999	157	142	90	94	66	98	69	7	5	21	15
25,000- 49,999	277	245	88	178	73	151	62	13	5	36	15
10,000- 24,999	581	475	82	306	64	259	55	11	2	48	10
Geographic region											
Northeast	267	241	90	198	82	135	56	2	1	23	10
North Central	329	241	73	125	52	145	60	15	6	33	14
South	262	212	81	134	63	95	45	16	8	39	18
West	261	253	97	178	70	190	75	10	4	33	13
Metro/city type											
Central	219	185	84	123	66	111	60	16	9	40	22
Suburban	615	529	86	366	69	367	69	18	3	61	12
Independent	285	233	82	146	63	87	37	9	4	27	12
Form of government											
Mayor-council	321	236	74	159	67	121	51	10	4	25	11
Council-manager	728	662	91	438	66	422	64	31	5	99	15
Commission	43	29	67	21	72	8	28	2	7	3	10
Town meeting	18	14	78	12	86	11	79	0	0	1	7
Rep. town meeting	9	6	67	5	83	3	50	0	0	0	0

balance of table below ↓

Table 1/11 continued

Classification	Cities permitted to conduct cooperative purchasing No. (B)	Types of organizations involved in cooperative purchasing[1]: School districts No.	School districts % of (B)	Colleges and universities No.	% of (B)	Grantee organizations (state and federal sources) No.	% of (B)	Regional councils or bodies No.	% of (B)	State leagues No.	% of (B)	Other No.	% of (B)
Total, all cities	947	257	27	45	5	52	5	85	9	20	2	31	3
Population group													
Over 500,000	11	6	55	0	0	5	45	4	36	1	9	0	0
250,000-500,000	18	13	72	5	28	3	17	1	6	0	0	0	0
100,000-249,999	56	17	30	4	7	7	13	5	9	1	2	1	2
50,000- 99,999	142	47	33	9	6	10	7	10	7	2	1	6	4
25,000- 49,999	245	70	29	11	4	10	4	23	9	7	3	11	4
10,000- 24,999	475	104	22	16	3	17	4	42	9	9	2	13	3
Geographic region													
Northeast	241	58	24	2	1	10	4	22	9	2	1	7	3
North Central	241	75	31	16	7	12	5	11	5	3	1	9	4
South	212	40	19	10	5	16	8	37	17	4	2	4	2
West	253	84	33	17	7	14	6	15	6	11	4	11	4
Metro/city type													
Central	185	62	34	17	9	18	10	20	11	6	3	4	2
Suburban	529	142	27	17	3	22	4	47	9	4	1	20	4
Independent	233	53	23	11	5	12	5	18	8	10	4	7	3
Form of government													
Mayor-council	236	47	20	10	4	14	6	16	7	1	0	4	2
Council-manager	662	201	30	34	5	36	5	68	10	19	3	27	4
Commission	29	4	14	1	3	1	3	1	3	0	0	0	0
Town meeting	14	3	21	0	0	1	7	0	0	0	0	0	0
Rep. town meeting	6	2	33	0	0	0	0	0	0	0	0	0	0

[1] Percentages, when totaled, exceed 100%, since many respondents indicated more than one type of participating organization.

Table 1/12 TYPES OF PURCHASING ACTIVITIES AUTHORIZED TO BE PERFORMED BY PURCHASING DEPARTMENT IN CITIES[1]

Classification	No. of cities reporting (A)	Material and Supply purchases		Equipment purchases		Equipment Leases/ renting		Outside Personal services		Outside Professional services	
		No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)
Total, all cities	992	979	99	925	93	748	75	514	52	514	52
Population group											
Over 500,000	17	17	100	17	100	15	88	7	41	6	35
250,000-500,000	22	22	100	22	100	21	95	14	64	9	41
100,000-249,999	62	62	100	61	98	55	89	33	53	29	47
50,000- 99,999	152	152	100	151	99	130	86	97	64	81	53
25,000- 49,999	251	248	99	238	95	200	80	132	53	137	55
10,000- 24,999	488	478	98	436	89	327	67	231	47	252	52
Geographic region											
Northeast	229	226	99	210	92	164	72	125	55	124	54
North Central	275	268	97	252	92	202	73	130	47	143	52
South	243	242	100	230	95	180	74	129	53	109	45
West	245	243	99	233	95	202	82	130	53	138	56
Metro/city type											
Central	212	211	100	209	99	185	87	128	60	106	50
Suburban	543	537	99	506	93	415	76	272	50	282	52
Independent	237	231	97	210	89	148	62	114	48	126	53
Form of government											
Mayor-council	255	247	97	230	90	173	68	113	44	120	47
Council-manager	691	686	99	652	94	539	78	380	55	369	53
Commission	32	32	100	30	94	26	81	15	47	19	59
Town meeting	10	10	100	10	100	7	70	5	50	5	50
Rep. town meeting	4	4	100	3	75	3	75	1	25	1	25

balance of table below ↓

Table 1/12 continued

Classification	No. of cities reporting (A)	Construction contracts		Real property purchases		Real property leases/renting		Surplus/ excess sales		Inter-department/ agency transfers		Other	
		No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)
Total, all cities	992	608	61	243	24	229	23	583	59	403	41	33	3
Population group													
Over 500,000	17	9	53	0	0	0	0	15	88	10	59	1	6
250,000-500,000	22	11	50	2	9	6	27	22	100	16	73	3	14
100,000-249,999	62	43	69	7	11	13	21	47	76	35	56	1	2
50,000- 99,999	152	95	63	36	24	39	26	120	79	85	56	5	3
25,000- 49,999	251	167	67	60	24	52	21	150	60	105	42	8	3
10,000- 24,999	488	283	58	138	28	119	24	229	47	152	31	15	3
Geographic region													
Northeast	229	158	69	48	21	51	22	113	49	73	32	7	3
North Central	275	155	56	82	30	65	24	135	49	105	38	13	5
South	243	150	62	51	21	48	20	150	62	93	38	5	2
West	245	145	59	62	25	65	27	185	76	132	54	8	3
Metro/city type													
Central	212	141	67	35	17	42	20	162	76	119	56	11	5
Suburban	543	323	59	124	23	121	22	303	56	190	35	9	2
Independent	237	144	61	84	35	66	28	118	50	94	40	13	5
Form of government													
Mayor-council	255	161	63	60	24	50	20	116	45	90	35	10	4
Council-manager	691	417	60	169	24	163	24	438	63	296	43	23	3
Commission	32	21	66	9	28	11	34	20	63	10	31	0	0
Town meeting	10	7	70	4	40	4	40	7	70	5	50	0	0
Rep. town meeting	4	2	50	1	25	1	25	2	50	2	50	0	0

[1] Percentages, when totaled, exceed 100%, since many respondents indicated more than one type of activity.

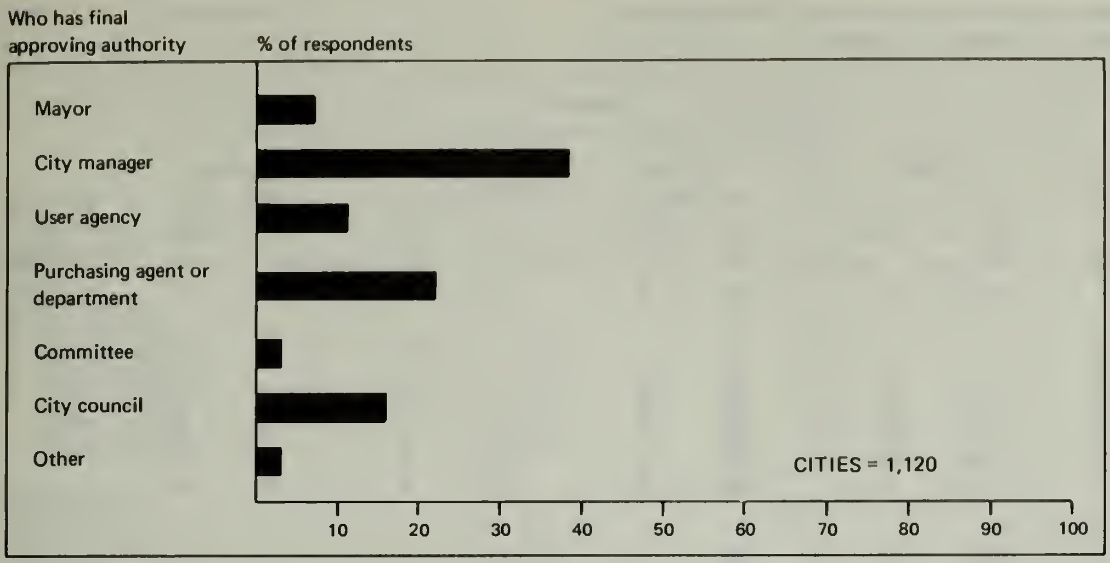


Figure 1/5 *Final authority for approving purchasing specifications*

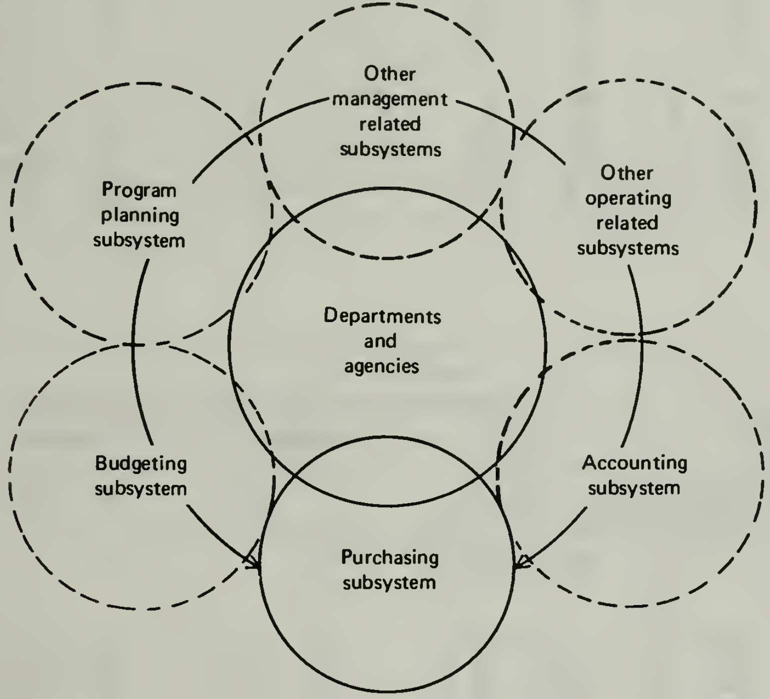

Other management related subsystems
Program planning subsystem
Other operating related subsystems
Departments and agencies
Budgeting subsystem
Accounting subsystem
Purchasing subsystem

Figure 1/6 *Conceptual management information system/subsystem interface emphasizing purchasing management*

the planning process is essential if meaningful budgets are to be developed and subsequently adjusted to include unexpected but predictable price increases.

The survey results indicate that purchasing management is somewhat responsive to user department needs for pricing information in the formulation of budgets. Fifty-nine percent of the cities reported that the purchasing system regularly supplies pricing information to user departments (Table 1/14).

The process of integrating the purchasing system with the budgeting function ideally includes interfaces at the following points of action: formulative planning and presentation; authorization and execution; replanning and adjusting; and budget call guidance, analysis, and compilation.

The budgeting function usually starts with a directive or budget call setting forth pertinent guidance, both historical and prospective, concerning various program objectives or goals. Pertinent commodity acquisition guidance should include prospective price level changes, market conditions, and specific pricing guidance for certain high unit-value items and high-volume items of low value. The formulation, planning, and presentation stage may draw upon the specialized or unique knowledge and experience of a purchasing officer.

During the authorization and execution process, the purchasing official together with the

Table 1/13 CITIES WHICH HAVE PREPARED OR ISSUED A PURCHASING MANUAL

Classification	No. of cities reporting (A)	Cities with manual	
		No.	% of (A)
Total, all cities	1,139	372	33
Population group			
Over 500,000	17	12	71
250,000-500,000	22	16	73
100,000-249,999	65	40	62
50,000- 99,999	158	81	51
25,000- 49,999	278	115	41
10,000- 24,999	599	108	18
Geographic region			
Northeast	272	54	20
North Central	337	100	30
South	269	107	40
West	261	111	43
Metro/city type			
Central	221	132	60
Suburban	623	181	29
Independent	295	59	20
Form of government			
Mayor-council	329	70	21
Council-manager	736	287	39
Commission	43	11	26
Town meeting	21	4	19
Rep. town meeting . . .	10	0	0

Table 1/14 CITIES IN WHICH PURCHASING SYSTEM REGULARLY SUPPLIES PRICING INFORMATION TO USER DEPARTMENTS IN THE BUDGET FORMULATION PROCESS

Classification	No. of cities reporting (A)	Purchasing system supplies information	
		No.	% of (A)
Total, all cities	1,048	621	59
Population group			
Over 500,000	16	10	63
250,000-500,000	20	18	90
100,000-249,999	60	53	88
50,000- 99,999	154	126	82
25,000- 49,999	265	165	62
10,000- 24,999	533	249	47
Geographic region			
Northeast	242	128	53
North Central	308	156	51
South	250	168	67
West	248	169	68
Metro/city type			
Central	208	163	78
Suburban	581	324	56
Independent	259	134	52
Form of government			
Mayor-council	282	140	50
Council-manager	707	453	64
Commission	37	20	54
Town meeting	14	3	21
Rep. town meeting . . .	8	5	63

Table 1/15 EXTENT TO WHICH PURCHASING SYSTEM IN CITIES IS INTEGRATED WITH MANAGEMENT FUNCTIONS IN VARIOUS AREAS

Classification	No. of cities reporting (A)	Budgeting							
		Completely integrated		Partially integrated		Not integrated		Not applicable	
		No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)
Total, all cities	1,049	550	52	397	38	67	6	35	3
Population group									
Over 500,000	15	6	40	7	47	2	13	0	0
250,000-500,000	18	7	39	9	50	2	11	0	0
100,000-249,999	61	32	52	21	34	6	10	2	3
50,000- 99,999	156	71	46	69	44	10	6	6	4
25,000- 49,999	266	143	54	103	39	15	6	5	2
10,000- 24,999	533	291	55	188	35	32	6	22	4
Geographic region									
Northeast	244	123	50	97	40	17	7	7	3
North Central	304	157	52	127	42	9	3	11	4
South	251	134	53	85	34	24	10	8	3
West	250	136	54	88	35	17	7	9	4
Metro/city type									
Central	207	99	48	85	41	17	8	6	3
Suburban	583	310	53	221	38	31	5	21	4
Independent	259	141	54	91	35	19	7	8	3
Form of government									
Mayor-council	278	145	52	104	37	15	5	14	5
Council-manager	708	377	53	270	38	42	6	19	3
Commission	38	17	45	15	39	4	11	2	5
Town meeting	17	7	41	6	35	4	24	0	0
Rep. town meeting	8	4	50	2	25	2	25	0	0

table continued below ↓

Table 1/15 continued

Classification	No. of cities reporting (B)	Accounting							
		Completely integrated		Partially integrated		Not integrated		Not applicable	
		No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)
Total, all cities	1,030	569	55	364	35	67	7	30	3
Population group									
Over 500,000	16	7	44	9	56	0	0	0	0
250,000-500,000	19	10	53	8	42	1	5	0	0
100,000-249,999	62	36	58	20	32	4	6	2	3
50,000- 99,999	156	89	57	59	38	4	3	4	3
25,000- 49,999	258	150	58	88	34	17	7	3	1
10,000- 24,999	519	277	53	180	35	41	8	21	4
Geographic region									
Northeast	234	133	57	76	32	16	7	9	4
North Central	297	151	51	118	40	19	6	9	3
South	249	127	51	96	39	21	8	5	2
West	250	158	63	74	30	11	4	7	3
Metro/city type									
Central	209	112	54	84	40	9	4	4	2
Suburban	566	327	58	191	34	30	5	18	3
Independent	255	130	51	89	35	28	11	8	3
Form of government									
Mayor-council	266	138	52	99	37	16	6	13	5
Council-manager	701	402	57	241	34	43	6	15	2
Commission	38	16	42	17	45	4	11	1	3
Town meeting	17	8	47	7	41	1	6	1	6
Rep. town meeting	8	5	63	0	0	3	38	0	0

balance of table on next page →

Table 1/15 continued

Classification	No. of cities reporting (C)	Management information system							
		Completely integrated		Partially integrated		Not integrated		Not applicable	
		No.	% of (C)	No.	% of (C)	No.	% of (C)	No.	% of (C)
Total, all cities	968	352	36	342	35	120	12	154	16
Population group									
Over 500,000	13	3	23	4	31	5	38	1	8
250,000-500,000	19	5	26	9	47	2	11	3	16
100,000-249,999	60	22	37	24	40	8	13	6	10
50,000- 99,999	150	54	36	59	39	13	9	24	16
25,000- 49,999	250	88	35	94	38	26	10	42	17
10,000- 24,999	476	180	38	152	32	66	14	78	16
Geographic region									
Northeast	212	79	37	72	34	28	13	33	16
North Central	278	87	31	102	37	39	14	50	18
South	237	91	38	85	36	32	14	29	12
West	241	95	39	83	34	21	9	42	17
Metro/city type									
Central	199	65	33	79	40	24	12	31	16
Suburban	532	200	38	185	35	60	11	87	16
Independent	237	87	37	78	33	36	15	36	15
Form of government									
Mayor-council	244	88	36	85	35	30	12	41	17
Council-manager	672	251	37	238	35	79	12	104	15
Commission	33	6	18	14	42	7	21	6	18
Town meeting	12	5	42	4	33	1	8	2	17
Rep. town meeting	7	2	29	1	14	3	43	1	14

Table 1/16 SOURCES OF AUDIT AUTHORITY FOR ADMINISTERING ORGANIZATIONS

Administering organization	No. of cities reporting (A)	Sources of audit authority (% reporting)[1]				
		State statute: % of (A)	Local ordinance: % of (A)	Charter: % of (A)	Administrative code: % of (A)	Other: % of (A)
Purchasing board or committee	30	57	20	10	7	0
Separate purchasing department	154	32	19	36	12	1
Part of finance department	390	36	18	28	10	7
Part of administration department	306	35	14	15	11	5
Part of another department	59	32	15	19	10	5
Each department does its own purchasing	169	24	5	7	1	2
Other	27	22	7	15	4	11

[1] Percentages, when totaled, exceed 100%, since many respondents noted more than one source.

budget official may exert internal checks and control by comparing selected acquisition requests against available fund and item authorizations. Significant changes in certain operational information, such as current inventory status and market conditions, may necessitate a replanning and adjustment cycle in the budget process. Table 1/15 shows that the purchasing system is substantially integrated with the budgeting process in cities. A purchasing system which is completely integrated with budgeting on all fronts strengthens the need for concomitant management information systems development.

The accounting interface with purchasing is essentially concerned with accountability for: availability of funds; commitment of requisitions; encumbrance and liquidation of orders; recognition of expenditures; processing of payments; and asset accounting and disposal of assets (including stores inventory and equipments).

A high degree of accounting integration with purchasing is indicated in Table 1/15. These results were somewhat expected, since most local government legislatures exact some measure of statutory accountability and control in the initiation and disposition of purchasing transactions.

A total management information system involving effective procurement management would necessitate that purchasing functions be an integral subsystem interacting with constituent subsystems of budgeting, accounting, inventory management, and so forth. A concept of this system/subsystem interrelationship appears in Figure 1/6.

Local government officials often regard the audit as an opportunity to corroborate and attest to the character of their fiscal accountability and management performance. Purchasing officials routinely translate the requests of authorities into firm fiscal commitments against which local government acquisitions are made. It is here, within purchasing, that most fiscal transactions are formally consummated and here that most audit attention and fiscal or performance examinations are directed. The recognition of audit sensitivity is somewhat evident among the concerns of the public and its officials in adequately and fairly discharging the local government purchasing function. This was reflected in the survey results. Of the 1,104 cities responding, 74% indicated that the purchasing department is subject to audit. The cities reported that they are more frequently subject to a financial audit than to a performance/management audit.

The authority by which purchasing departments are audited largely rests with state statutes. Fifty-one percent (383 of 752) of the cities responding indicated that the state statute is the dominant authority. Other authority sources for cities are: local ordinances (23%); charters (32%); and administrative codes (14%) (no table shown). The sources of audit authority for a particular administering organization pattern are seen in Table 1/16.

CONCLUSION

This survey, one of the first major attempts to identify purchasing practices in local governments, indicates the importance of central purchasing, cooperative purchasing, and state statutes to the local government purchasing function. The information on purchasing practices presented in this article provides local government officials with a tool to help them evaluate their purchasing activities. Because of the importance of the purchasing function, local officials must structure their purchasing activities carefully; this is especially relevant in light of today's need for public accountability.

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[1] This is one of the first plans to use central and cooperative purchasing.

E2

Employee Incentives in Local Government*

Lynn Bell
The Urban Institute

Many of the services produced and delivered by local governments require a high proportion of labor relative to other inputs. Thus, meeting the rising demand for public services often depends critically on the presence of public employees who perform their jobs with skill and effectiveness.

Over the last decade local government payrolls have climbed under the twin pressures of rising wages and increasing numbers of workers. Recent surveys indicate that expenditures for personnel services in local government represent 48% of all direct expenditures and 65% of operating costs.[1]

Employee incentives represent a potentially important means through which local government administrators may be able to reduce costs and improve services by increasing employee productivity and job satisfaction. Moreover, the costs of employee incentives can be small — depending on the type of plan chosen. These considerations have contributed to the increasing interest in the experimentation with employee incentives in local governments.

The Nature of Employee Incentives. Generally, an incentive is anything offered to an employee to obtain desired performance or behavior. It may be a reward — such as pay tied to performance, more responsibility, or more free time. It may be a penalty — such as a reduction in pay, loss of certain benefits, or even dismissal.

Traditionally, the word incentive has had a narrow meaning: i.e., more money, either in pay or in fringe benefits. But more money need not be the only means of inducing greater productivity or creating higher morale. Employees have a range of needs, including job security, equitable distribution of rewards, opportunity for personal growth and craftsmanship, and desire for autonomy (that is, ability to influence and in some measure control one's own work methods, job assignments, working hours, and other conditions of the work environment). Monetary incentives (such as performance bonuses) address only some of these needs. Indeed, substantive nonmonetary incentives (e.g., job enlargement or variations in working hours) may be particularly effective with government workers if they offer working conditions conducive to better performance and more effective public service. Nonmonetary incentives clearly have appeal for cost-conscious public administrators.

The potential usefulness of any incentive system will be conditioned by the degree to which the following prerequisites are present: sound management, adequate wage levels, satisfactory working conditions, and reasonable trust between workers and management. Deficiencies in any of these areas may mean that the improvement of job satisfaction and productivity will require more fundamental changes than the addition of an incentive system.

Survey Procedure and Response.[2] The International City Management Association in cooperation with the Urban Institute conducted a survey of local government usage of employee incentive programs during the fall of 1973. The study was supported by the National Commission on Productivity. Questionnaires were sent to 462 municipalities (Table 2/1): a brief explanation of 14 types of incentives was included as an attachment to the questionnaire. (See note to Table 2/15 for a definition of these incentives.)

The survey included all cities over 50,000 in population, and a 10% random sample of cities between 25,000 and 50,000. Telephone follow-ups were made to a number of respondents. Of the 462 municipalities surveyed, 350 (75.8%) reported using, having used and terminated, or planning to use at least one type of employee incentive. An additional 5 municipalities responded but indicated no experience with incentive programs: they are not included in the data or evaluations which follow.

Table 2/1 SURVEY RESPONSE TABLE

Classification	No. of cities surveyed (A)	Number responding No.	Number responding % of (A)
Total, all cities	462	350[2]	75.8
Population group			
Over 500,000	26	18	69.2
250,000-500,000	30	28	93.3
100,000-249,999	98	82	83.7
50,000- 99,999	256	183	71.5
25,000- 49,999	52	39	75.0
Geographic region			
Northeast	116	66	56.9
North Central	124	89	71.8
South	115	93	80.9
West	107	102	95.3
Form of government			
Mayor-council	179	100	55.9
Council-manager	250	227	90.8
Other[1]	33	23	69.7

[1] Includes 20 commission, 2 town meeting, and 1 representative town meeting forms of government.
[2] An additional five municipalities responded but reported no incentive use; they are not reflected in this or subsequent tables.

A summary of the survey results appears in Table 2/2. The statistics should be used with caution. Follow-up calls indicated that some reported incentives were not always in accord with the definitions utilized in the survey. Incentives do not always have precise, unambiguous definitions. Additionally, respondents may not always have been aware of the incentives used in every department. Complex programs which combine several types of incentives may have resulted in inconsistent reporting of incentives.

Frequency of Incentive Use. Educational incentives, task systems and output-oriented "merit" increases are the most frequently reported incentive programs. Educational incentives are the only ones cited by more than half of the municipalities responding. The remaining incentives exhibit a steadily decreasing usage.

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*Data for this article were collected from the survey *Employee Incentives in Local Government: 1973* (EINCENT/73), by the International City Management Association in cooperation with the Urban Institute, Washington, D.C., 1973. Special acknowledgments go to John Greiner, Harry Hatry, and Cynthia Lancer of the Urban Institute for their help in providing information and reviewing the material for this article.

Contests or competition, piecework, and shared savings are the incentives in least frequent use. Use of incentives by the respondents and relative ranking of incentives by frequency are shown in Table 2/2.

A higher percentage of cities between 50,000 and 250,000 used these types of employee incentives programs (with the exception of educational incentives and piecework). These two incentives were most popular with cities over 250,000. The smallest cities in the sample, between 25,000 and 50,000, concentrated their use of incentives in educational incentives, output-oriented "merit" increases, and task systems; 53 (63.9%) of all programs reported by small cities were of these three types of incentives.

About one-sixth of the respondents reported using a variety of other incentives not included in the questionnaire checklist. They included career development programs, nonmonetary awards and recognition (e.g., service pins and banquets), deferred compensation, and attendance at seminars. Some negative incentives such as denial of salary increases were also cited.

Tables 2/3 to 2/14 show use of 12 of the 14 incentives by respondents, classified by population group, geographic region, and form of government. The remaining two incentives, piecework and shared savings (for which no individual tables are shown), were the most infrequently used. Only four cities (all over 250,000) reported experience with piecework. Shared savings were reported by three cities.

Evaluations, Terminations, and Planned Incentives. There have not been many formal evaluations of the 905 incentive programs implemented by respondents; 93 (10.3%) have been evaluated (Table 2/2). Evaluations of five types of incentives — task systems, educational incentives, output-oriented "merit" increases, variations in working hours, and attendance incentives — accounted for 76% of all evaluations. Only 50% of all program terminations (38) were of these five incentive types.

Only 4.2% of all incentives used by respondents have been terminated. Proportionate to use, suggestion awards, performance bonuses, contests or competition, and task systems lead the list of terminated incentives. Only attendance incentives, productivity bargaining, piecework, and shared savings experienced no terminations.

Responding municipalities stated they were planning to implement 98 incentive programs within six months of answering the questionnaire. Of special interest are the apparently strong movements at this time to introduce pro-

Table 2/2 EMPLOYEE INCENTIVE PROGRAMS IN LOCAL GOVERNMENTS, RANKED BY FREQUENCY OF USE

		Cities with incentive[2]						Cities having written evaluation[3]	
		In use		Terminated		Planned			
Incentive program[1]	No. of cities reporting incentive (A)	No. (B)	% of (A)	No. (C)	% of (A)	No. (D)	% of (A)	No. (E)	% of (B+C)
Educational incentives	236	217	92	3	1	5	2	16	7
Task systems	149	134	90	10	7	3	2	21	15
Output-oriented "merit" increases	146	139	95	1	1	4	3	16	11
Suggestion awards	96	63	66	10	10	17	18	3	4
Attendance incentives	91	85	93	...	...	4	4	10	12
Variations in working hours	82	65	79	5	6	9	11	13	19
Safety incentives	77	61	79	4	5	11	14	3	5
Job enlargement	52	39	75	1	2	11	21	4	10
Performance targets	38	23	61	1	3	14	37	1	4
Performance bonuses	26	19	73	2	8	5	19	4	19
Productivity bargaining	20	9	45	...	...	10	50	...	...
Contests or competition	14	9	64	1	7	4	29	...	...
Piecework	4	2	50	...	...	1	25	...	...
Shared savings	3	2	67	...	...	...	...	2	100

Leaders (. . .) indicate not applicable or data not reported.

[1] See key in Table 2/15 for explanation of incentive program.

[2] The sum of cities with incentive (B,C,D) may not add to No. of cities reporting incentive (A), owing to incomplete data reported; the percentages of cities with incentives may not add to 100%, owing to incomplete data reported and/or rounding.

[3] Written evaluations of planned programs are not included.

Table 2/3 EDUCATIONAL INCENTIVES[1]

		Cities reporting this incentive		Cities with incentive[3]						Cities having written evaluations[4]	
				In use		Terminated		Planned			
Classification	Total no. cities responding to survey (A)	No. (B)	% of (A)	No. (C)	% of (B)	No. (D)	% of (B)	No. (E)	% of (B)	No. (F)	% of (C+D)
Total, all cities	350	236	67	217	92	3	1	5	2	16	7
Population group											
Over 500,000	18	16	89	15	94	...	...	...	...	...	...
250,000-499,999	28	17	61	15	88	...	...	1	6	2	13
100,000-249,999	82	57	70	48	84	1	2	3	5	5	10
50,000- 99,999	183	125	68	119	95	2	2	1	1	9	7
25,000- 49,999	39	21	54	20	95	...	...	...	...	...	...
Geographic region											
Northeast	66	30	45	24	80	1	3	1	3	...	...
North Central	89	57	64	52	91	2	4	1	2	3	6
South	93	65	70	60	92	...	...	3	5	7	12
West	102	84	82	81	96	...	...	...	...	6	7
Form of government											
Mayor-council	100	47	47	41	87	1	2	1	2	3	7
Council-manager	227	178	78	167	74	2	1	3	2	12	7
Other[2]	23	11	48	9	82	...	...	1	9	1	11

Leaders (. . .) in this table and in Tables 2/4-2/14 indicate not applicable or data not reported.

[1] See key in Table 2/15 for explanation of incentive.

[2] Includes 20 commission, 2 town meeting, and 1 representative town meeting forms of government.

[3] The sum of cities with incentive (C,D,E) may not add to No. of cities reporting this incentive (B), owing to incomplete data reported; the percentages of cities with incentive may not add to 100%, owing to incomplete data reported and/or rounding.

[4] Written evaluations of planned programs are not included.

Table 2/4 TASK SYSTEMS[1]

Classification	Total no. cities responding to survey	Cities reporting this incentive		Cities with incentive[3] In use		Cities with incentive[3] Terminated		Cities with incentive[3] Planned		Cities having written evaluations[4]	
	(A)	No. (B)	% of (A)	No. (C)	% of (B)	No. (D)	% of (B)	No. (E)	% of (B)	No. (F)	% of (C+D)
Total, all cities	350	149	43	134	90	10	7	3	2	21	15
Population group											
Over 500,000	18	10	56	10	10	...	...	...	...	2	20
250,000-499,999	28	17	61	15	88	1	6	...	...	5	29
100,000-249,999	82	46	56	40	87	5	11	1	2	6	13
50,000- 99,999	183	61	33	54	87	4	7	2	...	7	11
25,000- 49,999	39	15	38	15	100	...	...	...	...	1	7
Geographic region											
Northeast	66	32	48	27	84	3	7	1	3	...	...
North Central	89	30	34	27	90	2	9	1	3	6	21
South	93	64	69	58	91	5	8	1	2	10	16
West	102	23	23	22	96	...	...	...	...	5	23
Form of government											
Mayor-council	100	44	44	36	82	6	17	2	5	9	21
Council-manager	227	98	43	93	95	3	3	1	1	12	13
Other[2]	23	7	30	5	71	1	14	...	...	...	...

[1,2,3,4] See notes Table 2/3.

Table 2/5 OUTPUT-ORIENTED "MERIT" INCREASES[1]

Classification	Total no. cities responding to survey	Cities reporting this incentive		Cities with incentive[3] In use		Cities with incentive[3] Terminated		Cities with incentive[3] Planned		Cities having written evaluations[4]	
	(A)	No. (B)	% of (A)	No. (C)	% of (B)	No. (D)	% of (B)	No. (E)	% of (B)	No. (F)	% of (C+D)
Total, all cities	350	146	42	139	95	1	1	4	3	16	11
Population group											
Over 500,000	18	8	56	8	100	...	...	...	...	1	13
250,000-499,999	28	13	46	13	100	...	...	...	...	2	15
100,000-249,999	82	40	49	38	95	...	...	1	3	4	11
50,000- 99,999	183	68	37	66	97	1	1	1	1	8	12
25,000- 49,999	39	17	44	14	82	...	...	2	5	1	7
Geographic region											
Northeast	66	13	2	10	77	1	8	1	8	2	18
North Central	89	29	33	27	93	...	...	2	3	2	7
South	93	51	55	51	100	...	...	...	...	5	10
West	102	53	52	51	96	...	...	1	2	7	14
Form of government											
Mayor-council	100	29	29	27	93	...	...	1	3	5	19
Council-manager	227	107	47	102	95	1	1	3	3	11	11
Other[2]	23	10	43	10	10	...	...	...	...	...	...

[1,2,3,4] See notes Table 2/3.

ductivity bargaining and performance targets.

Summary. Increasing pressure by employee groups as well as rising costs and increased demand for services have made local governments more aware of the need not only to increase productivity but also to improve employee job satisfaction. The once common belief that productivity and job satisfaction are inherent in the dedication to public service can no longer be taken for granted. Increasingly, local governments have been exploring the potential of employee incentive techniques.

Both large and small localities around the country are experimenting with various types of (often innovative) employee incentives. Some are using as many as eight or nine different approaches. Generally, the greatest incidence of incentives is found in cities over 50,000 population. Job enlargement and variations in working hours seem to be new but fairly widespread incentive approaches. Shared savings, productivity bargaining, work standards, and performance targets currently appear to be finding expanding acceptance by local governments, although they are not used very often at the present time.

The use of employee incentive programs does not mean that government productivity or employee satisfaction will automatically be improved. Formal, systematic evaluations of these incentive programs are necessary to ascertain what effects, if any, they produce. The survey results suggest that evaluations have generally been lacking at the local level. Close monitoring and subsequent evaluations of employee incentives by local governments have apparently been scarce.

Within the past ten years many local jurisdictions have established work standards. Over

10% of the survey respondents reported use of work standards. In general, they have been used as guidelines to estimate the work which must be accomplished for scheduling and planning purposes. They have rarely been used as the basis for positive employee incentives. Efforts to extend work standards to more municipal services should be encouraged, but adequate attention to employee viewpoints is necessary.

In view of the dearth of information on the effectiveness of municipal employee incentive systems, local governments might best begin by designing careful experiments of their own to determine the relative effectiveness of selected incentives. Local officials could probably gain from considering the various incentive programs being used by other cities and counties to determine their applicability for use in their own jurisdictions. In particular, efforts to adapt productivity bargaining and shared savings programs to local government needs would appear to be especially promising. Local governments apparently have been somewhat unaware of — or reluctant to try — these incentives in the past.

Further study is needed of certain fundamental problems associated with the utilization of employee incentives in local governments. These problems include: (1) limitations posed by some local civil service laws on the introduction of certain types of incentives (e.g., performance bonuses); (2) techniques for avoiding the long-term decay and routinization of the incentives which have been used by cities and counties; and (3) the development of procedures for the practical measurement of the productivity, effectiveness, and quality of local government services and the incorporation of such measurements into suitable incentive programs.

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[1] U.S., Department of Commerce, *Government Finances, 1971-72*, Series GF72, No. 5 (Washington, D.C.: Government Printing Office, 1973).

[2] The work reported here is part of a larger study by the Urban Institute for the National Commission on Productivity. Earlier phases of this work have been reported in: John Greiner and Harry Hatry, *Managing Human Resources in Local Government: A Survey of Employee Incentive Plans* (Washington, D.C.: National Commission on Productivity, 1973); and John Greiner, "Employee Incentives in Local Government," a series of four articles appearing in the Labor-Management Relations Service's *LMRS Newsletter*, July-October 1973; and, most recently, in Lynn Bell, *Incentives for Local Government Employees*, Management Information Service Report, Vol. 5 No. 6 (Washington, D.C.: International City Management Association, 1974). Examples of use of the various incentives referred to in this article are discussed in this last reference. The tabulations for this article were compiled by ICMA staff and differ slightly from those of the author in the above named report.

Table 2/6 SUGGESTION AWARDS[1]

Classification	Total no. cities responding to survey (A)	Cities reporting this incentive		Cities with incentive[3]						Cities having written evaluations[4]	
				In use		Terminated		Planned			
		No. (B)	% of (A)	No. (C)	% of (B)	No. (D)	% of (B)	No. (E)	% of (B)	No. (F)	% of (C+D)
Total, all cities	350	96	27	63	66	10	10	17	18	3	4
Population group											
Over 500,000	18	11	61	10	91	...	...	...	...	...	...
250,000-499,999	28	9	32	4	44	3	33	...	...	...	...
100,000-249,999	82	28	34	15	54	5	18	6	21	1	5
50,000- 99,999	183	43	23	30	70	1	1	10	23	2	6
25,000- 49,999	39	5	13	3	60	1	3	1	20	...	...
Geographic region											
Northeast	66	11	17	5	45	...	...	4	36	...	...
North Central	89	21	26	13	62	2	10	4	19	...	...
South	93	25	27	14	56	4	16	5	20	1	6
West	102	39	38	31	79	4	10	4	10	2	6
Form of government											
Mayor-council	100	23	23	17	74	...	...	5	22	...	...
Council-manager	227	69	3	45	65	9	13	11	16	3	6
Other[2]	23	4	17	1	25	1	25	1	25	...	...

[1,2,3,4] See notes Table 2/3.

Table 2/7 ATTENDANCE INCENTIVES[1]

Classification	Total no. cities responding to survey (A)	Cities reporting this incentive		Cities with incentive[3] In use		Terminated		Planned		Cities having written evaluations[4]	
		No. (B)	% of (A)	No. (C)	% of (B)	No. (D)	% of (B)	No. (E)	% of (B)	No. (F)	% of (C+D)
Total, all cities	350	91	26	85	93	...	...	4	4	10	12
Population group											
Over 500,000	18	6	33	5	83	...	...	1	17	...	...
250,000-499,999	28	8	29	8	100	...	...	...	...	2	25
100,000-249,999	82	23	28	21	91	...	...	1	4	...	...
50,000- 99,999	183	47	26	45	96	...	...	1	2	8	18
25,000- 49,999	39	7	18	6	86	...	...	1	14	...	...
Geographic region											
Northeast	66	11	17	9	82	...	...	1	9	...	...
North Central	89	21	24	21	100	...	...	...	...	3	14
South	93	27	29	25	93	...	...	1	4	2	8
West	102	32	31	30	94	...	...	2	6	5	17
Form of government											
Mayor-council	100	21	21	19	90	...	...	2	10	1	5
Council-manager	227	64	28	61	95	...	...	2	3	7	11
Other[2]	23	6	26	5	83	...	...	...	...	2	40

[1,2,3,4] See notes Table 2/3.

Table 2/8 VARIATIONS IN WORKING HOURS[1]

Classification	Total no. cities responding to survey (A)	Cities reporting this incentive		Cities with incentive[3] In use		Terminated		Planned		Cities having written evaluations[4]	
		No. (B)	% of (A)	No. (C)	% of (B)	No. (D)	% of (B)	No. (E)	% of (B)	No. (F)	% of (C+D)
Total, all cities	350	82	23	65	79	5	6	9	11	13	19
Population group											
Over 500,000	18	5	28	4	80	1	20	...	...	1	25
250,000-499,999	28	12	43	10	83	1	8	1	17	...	...
100,000-249,999	82	21	26	17	81	1	5	1	5	4	22
50,000- 99,999	183	38	21	29	76	1	3	7	18	8	27
25,000- 49,999	39	6	15	5	83	1	17	...	...	1	17
Geographic region											
Northeast	66	9	14	8	89	...	...	1	11	...	...
North Central	89	13	15	9	69	1	8	2	15	3	30
South	93	26	28	22	85	3	12	1	4	3	12
West	102	34	33	26	76	1	3	5	15	7	26
Form of government											
Mayor-council	100	20	20	14	61	2	10	2	10	2	13
Council-manager	227	61	27	50	82	3	5	7	11	10	19
Other[2]	23	1	4	1	100	...	...	...	...	1	100

[1,2,3,4] See notes Table 2/3.

Table 2/9 SAFETY INCENTIVES[1]

Classification	Total no. cities responding to survey	Cities reporting this incentive		Cities with incentive[3]						Cities having written evaluations[4]	
				In use		Terminated		Planned			
	(A)	No. (B)	% of (A)	No. (C)	% of (B)	No. (D)	% of (B)	No. (E)	% of (B)	No. (F)	% of (C+D)
Total, all cities	350	77	22	61	79	4	5	11	14	3	5
Population group											
Over 500,000	18	5	28	5	100	...	...	...	...	...	...
250,000-499,999	28	9	32	9	100	...	...	...	...	...	...
100,000-249,999	82	28	34	23	82	1	4	3	11	1	4
50,000- 99,999	183	31	17	20	65	3	10	8	26	2	9
25,000- 49,999	39	4	10	4	100	...	...	...	...	...	...
Geographic region											
Northeast	66	6	9	5	83	...	...	1	17	...	...
North Central	89	8	9	6	75	...	...	2	25	1	17
South	93	32	34	27	84	1	3	4	4	2	7
West	102	31	30	25	74	3	10	4	13	...	...
Form of government											
Mayor-council	100	11	11	7	64	...	...	3	27	1	14
Council-manager	227	63	28	52	83	3	5	8	13	2	4
Other[2]	23	3	13	2	67	1	33	...	...	...	...

[1,2,3,4] See notes Table 2/3.

Table 2/10 JOB ENLARGEMENT[1]

Classification	Total no. cities responding to survey	Cities reporting this incentive		Cities with incentive[3]						Cities having written evaluations[4]	
				In use		Terminated		Planned			
	(A)	No. (B)	% of (A)	No. (C)	% of (B)	No. (D)	% of (B)	No. (E)	% of (B)	No. (F)	% of (C+D)
Total, all cities	350	52	15	39	75	1	2	11	21	4	10
Population group											
Over 500,000	18	...	...	...	...	...	...	...	...	...	...
250,000-499,999	28	6	28	5	83	...	...	1	17	1	20
100,000-249,999	82	14	17	10	71	1	7	2	14	2	18
50,000- 99,999	183	30	16	23	77	...	...	7	23	1	4
25,000- 49,999	39	2	5	1	50	...	...	1	50	...	...
Geographic region											
Northeast	66	4	6	2	50	...	...	2	50	...	...
North Central	89	7	8	5	14	...	...	2	29	...	...
South	93	16	17	12	75	1	2	3	19	3	23
West	102	25	25	20	80	...	...	4	16	1	5
Form of government											
Mayor-council	100	6	6	2	33	...	...	4	67	2	100
Council-manager	227	44	19	35	80	1	2	7	16	1	3
Other[2]	23	2	9	2	100	...	...	...	...	1	50

[1,2,3,4] See notes Table 2/3.

Table 2/11 PERFORMANCE TARGETS[1]

Classification	Total no. cities responding to survey (A)	Cities reporting this incentive		Cities with incentive[3] In use		Terminated		Planned		Cities having written evaluations[4]	
		No. (B)	% of (A)	No. (C)	% of (B)	No. (D)	% of (B)	No. (E)	% of (B)	No. (F)	% of (C+D)
Total, all cities	350	38	11	23	61	1	3	14	37	1	4
Population group											
Over 500,000	18	4	22	2	50	...	...	1	25	...	...
250,000-499,999	28	4	14	3	75	...	...	1	25	1	33
100,000-249,999	82	10	12	5	50	1	10	4	40	...	...
50,000- 99,999	183	18	10	12	67	...	...	6	33	...	...
25,000- 49,999	39	3	8	1	33	...	...	2	67	...	...
Geographic region											
Northeast	66	2	3	...	...	...	...	2	100	...	...
North Central	89	10	11	8	80	...	...	2	20	...	...
South	93	12	13	6	50	1	8	6	50	...	...
West	102	14	14	9	64	...	...	4	29	1	11
Form of government											
Mayor-council	100	11	11	5	45	...	...	6	55	1	20
Council-manager	227	26	11	17	65	1	4	8	31	...	...
Other[2]	23	1	4	1	100	...	...	...	...	...	...

[1,2,3,4] See notes Table 2/3.

Table 2/12 PERFORMANCE BONUSES[1]

Classification	Total no. cities responding to survey (A)	Cities reporting this incentive		Cities with incentive[3] In use		Terminated		Planned		Cities having written evaluations[4]	
		No. (B)	% of (A)	No. (C)	% of (B)	No. (D)	% of (B)	No. (E)	% of (B)	No. (F)	% of (C+D)
Total, all cities	350	26	7	19	73	2	8	5	19	4	19
Population group											
Over 500,000	18	2	11	2	100	...	...	...	...	2	100
250,000-499,999	28	4	14	3	75	...	...	1	25	...	...
100,000-249,999	82	2	1	2	100	...	...	...	...	...	...
50,000- 99,999	183	18	1	12	67	2	11	4	22	2	14
25,000- 49,999	39	...	...	...	...	...	...	...	...	...	...
Geographic region											
Northeast	66	4	6	4	100	...	...	...	...	1	25
North Central	89	4	4	3	75	...	...	1	25	2	67
South	93	6	6	3	50	1	17	2	67	...	...
West	102	12	12	9	75	1	8	2	17	1	10
Form of government											
Mayor-council	100	6	6	5	83	...	...	1	17	2	40
Council-manager	227	19	8	13	68	2	11	4	21	1	7
Other[2]	23	1	4	1	100	...	...	...	...	1	100

[1,2,3,4] See notes Table 2/3.

Table 2/13 PRODUCTIVITY BARGAINING[1]

Classification	Total no. cities responding to survey (A)	Cities reporting this incentive		Cities with incentive[3]						Cities having written evaluations[4]	
				In use		Terminated		Planned			
		No. (B)	% of (A)	No. (C)	% of (B)	No. (D)	% of (B)	No. (E)	% of (B)	No. (F)	% of (C+D)
Total, all cities	350	20	6	9	45	...	...	10	50	...	...
Population group											
Over 500,000	18	3	17	2	67	...	...	1	33	1	50
250,000-499,999	28	1	4	...	...	...	...	1	100	...	...
100,000-249,999	82	2	2	...	...	...	...	2	100	...	...
50,000- 99,999	183	12	7	5	42	...	...	6	50	...	...
25,000- 49,999	39	2	5	2	100	...	...	...	...	...	...
Geographic region											
Northeast	66	3	5	3	100	...	...	...	...	...	...
North Central	89	7	8	2	29	...	...	4	57	1	50
South	93	5	5	3	60	...	...	2	40	...	...
West	102	5	5	1	20	...	...	4	80	...	...
Form of government											
Mayor-council	100	8	8	4	50	...	...	4	50	1	25
Council-manager	227	12	5	5	42	...	...	6	50	...	...
Other[2]	23	...	...	...	...	...	...	...	...	...	...

[1,2,3,4] See notes Table 2/3.

Table 2/14 CONTESTS OR COMPETITION[1]

Classification	Total no. cities responding to survey (A)	Cities reporting this incentive		Cities with incentive[3]						Cities having written evaluations[4]	
				In use		Terminated		Planned			
		No. (B)	% of (A)	No. (C)	% of (B)	No. (D)	% of (B)	No. (E)	% of (B)	No. (F)	% of (C+D)
Total, all cities	350	14	4	9	64	1	7	4	29	...	...
Population group											
Over 500,000	18	1	6	1	100	...	...	...	...	...	...
250,000-499,999	28	1	4	1	100	...	...	...	...	...	...
100,000-249,999	82	5	6	4	80	1	20	...	...	...	...
50,000- 99,999	183	6	3	3	50	...	...	3	50	...	...
25,000- 49,999	39	1	3	...	...	...	...	1	100	...	...
Geographic region											
Northeast	66	2	3	...	...	...	...	...	...	...	...
North Central	89	10	11	7	70	...	...	2	20	...	...
South	93	2	2	2	100	1	50	2	100	...	...
West	102	...	...	...	...	...	...	...	...	...	...
Form of government											
Mayor-council	100	...	...	...	...	...	...	...	...	...	...
Council-manager	227	14	6	9	64	1	7	4	29	...	...
Other[2]	23	...	...	...	...	...	...	...	...	...	...

[1,2,3,4] See notes Table 2/3.

Table 2/15 EMPLOYEE INCENTIVES IN LOCAL GOVERNMENTS OVER 25,000: 1973

This table includes 350 cities of 25,000 population and over. Data were collected in late 1973. Incentive, year introduced, in use now, empls. covered, written analysis: to left, indicates the incentive (see key); next, year introduced is shown; next, indicates whether in use now (Y), whether once in use but no longer (N), or whether implementation within six months is planned (P); second from right, indicates the level of employees covered (S for supervisory) and (NS for nonsupervisory); last, indicates whether written analysis or evaluation of the program has been done ("Y" for yes; "N" for no).

Other incentives, using work standards: to left, indicates whether any other monetary or non-monetary incentives not included above are used; to right, indicates whether any departments or agencies are using work standards ("Y" for yes; "N" for no). Leaders (. . .) indicate data not reported or not applicable.

Explanation of Incentives

A — **Task System** is the system whereby employees are paid a day's wages and can leave work when they complete their assigned tasks, regardless of the length of time involved.

B — **Output-Oriented "Merit" Increases** are permanent, non-promotional increases in wages or salary given through the "merit" system on the basis of high quality performance (as opposed to longevity, education, etc.).

C — **Performance Bonuses** are financial rewards paid to individual employees specifically for high job performance. They do not result in permanent salary or wage increases.

D — **Piecework** is the practice of basing a worker's pay directly on the amount of output he produces. Variations of this practice include: payment of a specified amount of money for each unit of output produced; payment for each unit produced over a standard amount; or payment in terms of "standard hours" earned for each unit produced.

E — **Shared Savings** is a financial reward given to a department or shared among the entire organization. It is based upon the cost savings that the organization or department generates within a given period of time.

F — **Suggestion Award Programs** encourage employees to contribute ideas to decrease the costs, increase the quality of service, or otherwise improve the operations of their organization. Either monetary or non-monetary awards might be given for suggestions that are adopted.

G — **Attendance Incentives** involve monetary or non-monetary inducements to improve employee attendance. They may be employed to encourage a reduction in the use of sick leave or lateness.

H — **Safety Incentives** are monetary or non-monetary awards designed to encourage employees to improve their safety records.

I — **Educational Incentives** are official monetary or non-monetary considerations given to encourage employees to continue their formal professional or technical education geared to improving current job performance.

J — **Contests and Competition** are designed, usually with monetary or non-monetary rewards, to encourage employees (individually or as groups) to improve performance in some facet of work.

K — **Job Enlargement** includes a variety of formal approaches for supervisory and non-supervisory personnel to make the worker's job more interesting or more responsible, such as job rotation, increased employee participation, team efforts, and job redesign.

L — **Variations in Working Hours** such as staggered hours, the four-day work week, "gliding hours," "flexible" hours, and similar programs can be viewed as non-monetary incentives.

M — **Productivity Bargaining**, though not itself an incentive, is the formal process of attempting to link explicitly added employee rewards or benefits to increases in productivity through the labor-management negotiation process.

N — **Performance Targets** involve the identification of specific work-related targets. The degree of progress in meeting these targets is then used as an important criterion in providing benefits or penalties. Such targets can be set by the employee (management by objectives) or by higher management.

City, state	Incentives currently in use, that have been used, or are being considered for use					Other incentives, using work standards
	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	
Over 1,000,000						
Chicago, Ill.	I-68-Y-S,NS-..					N-N
Detroit, Mich.	A-..-Y-NS-Y	C-73-Y-S,NS-Y	D-72-Y-NS-N	E-73-Y-S,NS-Y	F-51-Y-S,NS-N	N-Y
	G-48-Y-NS-N	I-66-Y-S,NS-N	M-73-Y-S,NS-Y			
Los Angeles, Calif.	A-..-Y-NS-N	B-72-Y-S-Y	F-..-Y-S,NS-N	G-70-Y-S,NS-N	I-..-Y-S,NS-N	N-Y
	L-73-Y-S,NS-Y					
Philadelphia, Pa.	C-53-Y-NS-Y	D-52-Y-S-..	F-..-..-NS-N	H-..-Y-...-..		N-N
500,000 – 1,000,000						
Boston, Mass.	I-73-Y-NS-..					N-N
Dallas, Tex.	I-68-Y-S,NS-N					N-N
Denver, Colo.	B-58-Y-...-..	F-66-Y-...-..	H-..-Y-...-..	I-..-Y-...-..		N-..
Indianapolis, Ind.	A-54-Y-NS-N	B-67-Y-S,NS-N	I-72-Y-S,NS-N			N-N
Jacksonville, Fla.	A-68-Y-S,NS-N	F-70-Y-...-N	I-69-..-...-N	L-73-Y-S,NS-N		N-N
Kansas City, Mo.	A-71-Y-S,NS-N	B-64-Y-S,NS-N	F-64-Y-NS-N	H-70-Y-S,NS-N	I-64-Y-S,NS-N	Y-Y
	L-64-Y-S,NS-N					
Memphis, Tenn.	A-65-Y-NS-N	B-48-Y-S,NS-N	F-71-Y-S,NS-N	G-67-Y-S,NS-N	I-70-Y-S,NS-N	N-Y
	L-71-N-S,NS-Y					
Milwaukee, Wis.	B-..-Y-S-..	G-..-Y-S,NS-..	I-..-Y-S,NS-..	N-..-Y-S-..		N-Y
New Orleans, La.	A-68-Y-NS-..	F-70-Y-NS-N	M-73-Y-NS-N	N-..-P-S,NS-..		N-N
Phoenix, Ariz.	A-40-Y-NS-Y	B-50-Y-S,NS-..	F-52-Y-S,NS-..	G-74-P-S,NS-..	H-71-Y-NS-..	N-Y
	I-..-Y-S,NS-..	N-73-Y-S,NS-..				
San Antonio, Tex.	A-..-Y-S,NS-N	I-70-Y-S,NS-N				N-N
San Diego, Calif.	A-..-Y-NS-N	B-..-Y-S,NS-N	F-..-Y-S,NS-N	G-..-Y-S,NS-N	H-..-Y-...-N	N-N
	I-..-Y-S,NS-N	J-..-Y-...-N	L-..-Y-S,NS-N			
San Francisco, Calif.	I-..-Y-S,NS-N					N-N
Seattle, Wash.	F-..-Y-S,NS-N	I-..-Y-S,NS-..	M-74-P-...-..	N-..-..-...-..		N-Y
250,000 – 499,999						
Akron, Ohio	A-..-N-NS-N					N-N

Table 2/15 continued **EMPLOYEE INCENTIVES IN LOCAL GOVERNMENTS OVER 25,000: 1973**

City, state	Incentives currently in use, that have been used, or are being considered for use					Other incentives, using work standards
	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	
250,000 – 499,999 continued						
Atlanta, Ga.	L-70-N-...-N					N-N
Austin, Tex.	A-58-Y-NS-N	H-56-Y-S,NS-N				N-N
Birmingham, Ala.	A-70-Y-NS-Y	I-69-Y-S,NS-N	M-..-P-S,NS-..			N-Y
Buffalo, N.Y.	A-70-Y-S,NS-..	F-..-Y-....-..	H-..-Y-....-..	L-..-Y-....-..		N-Y
Cincinnati, Ohio	A-32-Y-NS-N	F-54-Y-S,NS-N	I-62-Y-S,NS-N			N-N
El Paso, Tex.	B-43-Y-S,NS-N					N-N
Fort Worth, Tex.	A-70-Y-S,NS-N J-72-Y-S,NS-N	B-..-Y-S,NS-N L-..-Y-S,NS-N	C-..-P-NS-.. N-..-P-S-..	H-..-Y-S,NS-N	I-..-Y-S,NS-N	N-Y
Honolulu, Hawaii	A-..-Y-NS-Y	C-72-Y-S,NS-N	F-72-Y-S,NS-N	L-73-Y-S,NS-N		N-Y
Jersey City, N.J.	B-71-Y-NS-Y K-..-P-...-..	C-73-Y-NS-N L-73-Y-NS-N	D-..-..-...-..	F-72-Y-S,NS-N	I-73-Y-S,NS-N	N-Y
Long Beach, Calif.	F-56-..-S,NS-..	I-66-..-S,NS-..				Y-N
Miami, Fla.	A-..-Y-NS-N K-..-Y-S,NS-N	B-64-Y-S,NS-N L-..-Y-S,NS-N	F-51-N-S,NS-N	G-53-Y-S,NS-N	H-71-Y-NS-N	Y-N
Nashville-Davidson, Tenn.	A-69-Y-S,NS-Y N-69-Y-S,NS-Y	B-64-Y-S,NS-..	I-63-Y-S,NS-Y	K-66-Y-S,NS-Y	L-63-Y-S,NS-..	N-N
Newark, N.J.	I-54-Y-S,NS-N	N-71-Y-S,NS-N				N-Y
Norfolk, Va.	A-..-Y-NS-N	B-..-Y-S,NS-N	H-60-Y-S,NS-N	I-68-Y-S,NS-N		N-N
Oakland, Calif.	F-..-N-NS-N L-..-P-S,NS-..	G-70-Y-S,NS-N	H-..-Y-S,NS-N	I-..-Y-S,NS-N	K-..-Y-S,NS-N	Y-Y
Oklahoma City, Okla.	A-..-Y-NS-N	B-..-Y-S,NS-N	G-..-Y-S,NS-N	I-..-Y-S,NS-..		N-N
Omaha, Neb.	B-57-Y-S,NS-N	G-70-Y-S,NS-N	I-70-Y-S,NS-N	L-..-P-S,NS-..	N-71-Y-S,NS-..	N-N
Portland, Ore.	F-59-N-...-N L-73-Y-NS-N	G-..-Y-S,NS-Y N-73-Y-S-N	H-69-Y-S,NS-N	I-60-Y-S,NS-Y	K-70-Y-NS-N	N-N
Rochester, N.Y.	A-55-Y-NS-N	D-..-..-...-..	H-68-Y-NS-..	I-64-Y-S,NS-..		N-N
Sacramento, Calif.	A-50-Y-NS-N	G-69-Y-S,NS-Y	H-60-Y-S,NS-N	I-72-Y-S,NS-N		Y-N
St. Paul, Minn.	B-..-Y-...-..	F-..-..-S,NS-N				N-N
San Jose, Calif.	B-51-Y-S,NS-N	F-65-Y-S,NS-Y	I-70-Y-S,NS-N	K-73-Y-S,NS-..	L-..-Y-...-..	Y-N
Tampa, Fla.	A-..-Y-NS-..	B-..-Y-...-..				Y-N
Toledo, Ohio	A-56-Y-NS-Y	G-62-Y-S,NS-N				N-Y
Tucson, Ariz.	A-..-..-S,NS-Y	B-42-Y-S,NS-Y	G-42-Y-S,NS-N	L-73-Y-S,NS-N		Y-Y
Tulsa, Okla.	B-..-Y-S,NS-N	I-..-P-NS-..				N-N
Wichita, Kan.	A-..-Y-NS-N	B-..-Y-S,NS-N	C-..-Y-S,NS-..	I-..-Y-S,NS-N		Y-N
100,000 – 249,999						
Albany, Ga.	A-69-Y-NS-N	G-69-Y-S,NS-N	H-72-Y-S,NS-N	I-69-Y-S,NS-N		N-N
Albuquerque, N.M.	A-71-Y-NS-N K-..-Y-...-..	B-..-Y-S,NS-N	G-..-Y-S,NS-..	H-..-Y-S,NS-..	I-69-..-S,NS-..	N-N
Alexandria, Va.	A-68-Y-NS-Y M-..-Y-...-Y	F-67-Y-S,NS-Y	H-73-Y-S,NS-Y	I-67-Y-S,NS-Y	L-..-Y-...-Y	..-Y
Amarillo, Tex.	A-68-N-NS-N	J-69-N-NS-N	L-71-Y-S,NS-..			Y-N
Anaheim, Calif.	A-68-Y-NS-N	F-70-Y-S,NS-N	I-65-Y-S,NS-N			Y-Y
Baton Rouge, La.	A-..-Y-S,NS-N L-73-Y-S,NS-N	B-49-Y-S,NS-N	F-..-P-....-..	H-..-P-....-..	I-73-Y-S,NS-N	N-N
Beaumont, Tex.	A-..-Y-S,NS-N	B-..-Y-S,NS-N	G-..-Y-S,NS-N	I-..-Y-S,NS-N	L-71-Y-S,NS-N	N-N
Berkeley, Calif.	I-68-Y-S,NS-N					N-N
Canton, Ohio	F-..-P-S,NS-..	G-64-Y-S,NS-N	I-71-Y-S-N	L-66-Y-NS-N		N-N
Charlotte, N.C.	A-..-Y-NS-Y N-..-Y-S,NS-N	B-..-Y-S,NS-N	H-..-Y-NS-N	I-69-Y-NS-N	J-71-Y-NS-N	N-..
Chattanooga, Tenn.	I-66-Y-S,NS-..					N-N
Colorado Springs, Colo.	A-..-Y-NS-N	B-..-Y-NS-N				N-N
Columbia, S.C.	B-73-Y-S,NS-N					..-..
Columbus, Ga.	A-65-Y-NS-N I-69-Y-S,NS-..	B-70-Y-S,NS-.. K-70-Y-S,NS-N	F-70-Y-S,NS-N N-73-Y-....-..	G-70-Y-S,NS-N	H-65-Y-S,NS-..	Y-N
Corpus Christi, Tex.	A-40-Y-NS-Y	B-69-Y-S-N	H-40-Y-NS-N	I-..-Y-S,NS-N		N-N
Dayton, Ohio	B-71-Y-S-N	F-56-N-S,NS-N	G-63-Y-S,NS-N	H-71-Y-NS-N	I-69-Y-S,NS-N	N-N
Dearborn, Mich.	F-..-Y-S,NS-N					N-N
Des Moines, Iowa	F-70-..-S,NS-..	I-70-..-S,NS-..				N-N
Duluth, Minn.	F-69-Y-S,NS-N	I-69-Y-S,NS-N				N-N
Elizabeth, N.J.	B-40-Y-S,NS-N					N-N
Erie, Pa.	A-72-Y-NS-N					N-N
Evansville, Ind.	F-..-P-....-..					..-..
Flint, Mich.	A-73-Y-NS-N M-..-P-NS-..	E-73-Y-S,NS-Y N-..-P-NS-..	F-68-N-....-..	H-..-P-NS-..	I-..-P-NS-..	N-Y
Fort Lauderdale, Fla.	A-..-Y-NS-N	H-59-Y-....-..	I-66-Y-S,NS-N	L-71-N-S,NS-Y		N-N
Fort Wayne, Ind.	A-..-P-S,NS-.. M-..-P-NS-..	B-..-P-S,NS-.. N-..-P-NS-..	I-71-Y-S,NS-N	K-..-P-NS-..	L-..-P-S,NS-..	N-N
Fremont, Calif.	B-69-Y-S-N N-..-P-S-..	H-65-Y-NS-N	I-70-Y-S,NS-N	K-67-..-S,NS-N	L-73-..-S,NS-N	N-N
Fresno, Calif.	B-52-..-S,NS-N	F-67-Y-S,NS-N	H-72-Y-NS-N	I-62-Y-S,NS-N		N-N
Garden Grove, Calif.	B-..-Y-S,NS-N L-72-Y-S,NS-N	F-70-Y-S,NS-N	G-72-Y-S,NS-N	I-69-Y-S,NS-N	K-72-Y-S-N	Y-Y
Glendale, Calif.	A-53-Y-NS-N	I-65-Y-S,NS-N	L-72-Y-S,NS-N			N-N
Grand Rapids, Mich.	B-51-Y-S,NS-..	F-70-Y-S,NS-..	I-69-N-S,NS-..			N-N
Greensboro, N.C.	A-69-Y-NS-N L-61-Y-S,NS-N	B-53-Y-S,NS-Y	F-..-P-....-..	H-62-Y-S,NS-N	I-65-Y-S,NS-Y	Y-N

Table 2/15 continued EMPLOYEE INCENTIVES IN LOCAL GOVERNMENTS OVER 25,000: 1973

City, state	Incentives currently in use, that have been used, or are being considered for use					Other incentives, using work standards
	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	
100,000 – 249,999 continued						
Hampton, Va.	A-72-Y-NS-N	B-58-Y-S,NS-N	I-67-Y-S,NS-N			N-N
Hartford, Conn.	A-48-Y-NS-N I-65-..-S,NS-N	B-48-Y-S,NS-N L-67-Y-S-N	C-48-Y-S,NS-N	F-48-Y-S,NS-N	G-73-Y-S,NS-N	N-N
Hollywood, Fla.	A-50-Y-NS-N	H-60-Y-S,NS-N				N-..
Huntington Beach, Calif.	F-72-Y-S,NS-N	I-71-Y-S,NS-N				N-N
Huntsville, Ala.	A-58-Y-NS-N	B-70-Y-S,NS-N	H-73-Y-S,NS-N			N-N
Independence, Mo.	A-..-N-....-Y	B-61-Y-....-Y	H-72-Y-....-Y	I-68-Y-....-Y		Y-N
Jackson, Miss.	B-72-Y-S,NS-N	H-69-N-S,NS-N	I-73-Y-S,NS-N			N-N
Kansas City, Kan.	B-..-Y-....-..					Y-N
Knoxville, Tenn.	B-69-Y-S,NS-N					N-N
Lansing, Mich.	A-40-Y-NS-N	B-54-Y-S,NS-N	G-60-Y-S,NS-N	I-71-Y-NS-N		N-N
Las Vegas, Nev.	B-51-Y-S,NS-..	G-67-Y-S,NS-..	H-71-Y-S,NS-..			Y-N
Lexington, Ky.	A-70-Y-NS-N	I-73-Y-S,NS-N	L-65-Y-NS-N			N-N
Lincoln, Neb.	B-72-Y-S,NS-Y	I-72-Y-S,NS-Y				Y-N
Little Rock, Ark.	A-70-Y-NS-N K-68-Y-S,NS-N	G-60-Y-S,NS-N L-72-N-S,NS-N	H-69-Y-NS-..	I-..-Y-S,NS-N	J-70-Y-NS-N	N-N
Livonia, Mich.						N-..
Lubbock, Tex.	B-64-Y-S,NS-Y					N-N
Madison, Wis.	F-70-Y-S,NS-N	G-70-Y-S,NS-N	I-67-..-S,NS-N	L-72-Y-S,NS-N	N-71-Y-....-..	N-N
Montgomery, Ala.	B-50-Y-S,NS-N					N-N
New Bedford, Mass.	A-54-N-NS-N	I-69-Y-S,NS-..				N-N
New Haven, Conn.	A-..-Y-....-..					..-..
Newport News, Va.	A-61-Y-NS-N	B-73-Y-S,NS-N	G-..-..-S,NS-N	I-73-Y-S,NS-N		N-N
Pasadena, Calif.	A-63-Y-S,NS-N I-66-Y-S,NS-N	B-72-Y-S-N K-70-Y-NS-Y	F-66-N-S,NS-N L-71-Y-....-Y	G-70-Y-S,NS-N N-71-Y-S,NS-N	H-63-Y-S,NS-N	Y-N
Paterson, N.J.						N-N
Peoria, Ill.	I-..-Y-S,NS-N	L-..-Y-S,NS-N				..-..
Portsmouth, Va.	A-..-Y-NS-N	I-71-Y-S,NS-N				N-N
Providence, R.I.						N-N
Raleigh, N.C.	A-55-Y-NS-N	B-55-Y-....-..				..-..
Richmond, Va.	A-73-Y-NS-N N-..-N-....-..	F-..-N-....-..	H-54-Y-S,NS-N	I-73-Y-S,NS-N	K-..-N-....-..	Y-Y
Riverside, Calif.	A-..-Y-....-..	F-..-Y-S,NS-..	G-70-Y-S,NS-..	I-70-Y-S,NS-..	L-73-Y-S,NS-..	Y-Y
Rockford, Ill.	G-..-Y-S,NS-N	I-..-Y-S,NS-N				N-N
St. Petersburg, Fla.	A-65-Y-S,NS-N I-62-Y-S,NS-..	B-..-Y-S,NS-.. J-..-Y-NS-..	F-72-..-S,NS-N K-72-Y-S,NS-Y	G-64-Y-S,NS-N N-73-Y-....-N	H-..-Y-NS-N	N-N
Salt Lake City, Utah	A-..-Y-....-N	B-..-Y-S,NS-N	G-72-Y-S,NS-N	I-70-Y-....-N		N-N
San Bernardino, Calif.	A-67-Y-S,NS-N	F-69-Y-S,NS-N	H-73-..-NS-N	I-73-..-S,NS-N	L-71-..-S,NS-Y	N-N
Santa Ana, Calif.	B-52-Y-S,NS-N	G-72-Y-S,NS-N	I-68-Y-S,NS-N	K-72-Y-S,NS-N		N-N
Scranton, Pa.	A-..-Y-....-..					N-N
Shreveport, La.	A-50-N-NS-N	B-72-Y-....-N				N-N
South Bend, Ind.	A-69-Y-NS-N	I-72-Y-NS-N				Y-..
Spokane, Wash.	H-73-Y-S,NS-N	I-..-Y-S,NS-N	J-73-Y-S,NS-N			N-N
Springfield, Mo.	A-58-Y-NS-N	B-58-Y-S,NS-N	I-58-Y-S,NS-N	K-69-Y-NS-..		..-..
Stockton, Calif.	B-72-Y-S-N	I-..-Y-S,NS-N	L-71-Y-S,NS-..			N-N
Syracuse, N.Y.	A-..-N-NS-N	N-..-P-....-..				N-N
Tacoma, Wash.	F-58-Y-....-..	G-59-Y-....-..	H-59-Y-....-..	I-67-Y-....-..	K-71-Y-....-..	N-N
Torrance, Calif.	C-72-Y-S-..	I-71-Y-S,NS-Y				N-N
Trenton, N.J.	F-64-Y-....-N	I-71-Y-....-N				N-N
Virginia Beach, Va.	A-63-Y-NS-N	B-67-Y-S,NS-N	I-..-P-....-..	L-72-Y-NS-N	N-73-Y-S,NS-N	Y-N
Warren, Mich.	A-..-Y-NS-Y	B-57-Y-S,NS-N	I-..-Y-S,NS-N			N-N
Waterbury, Conn.	A-..-Y-NS-Y K-..-P-S,NS-..	F-..-P-S,NS-.. L-..-P-S,NS-..	G-..-P-S,NS-..	H-..-P-S,NS-..	I-..-P-S,NS-..	..-..
Winston-Salem, N.C.	A-58-Y-NS-N N-72-Y-S,NS-N	F-59-N-....-N	H-66-Y-S,NS-N	I-66-Y-S,NS-N	K-72-Y-S-N	N-N
Worcester, Mass.	I-52-Y-S,NS-N					N-N
Yonkers, N.Y.	A-..-Y-NS-N	B-..-Y-S,NS-N	F-..-P-NS-..	G-70-Y-NS-N	H-73-Y-NS-N	N-N
Youngstown, Ohio	G-65-Y-S,NS-N					N-N
50,000 – 99,999						
Abilene, Tex.	A-64-Y-NS-N	B-63-Y-S,NS-N	F-63-Y-S,NS-N	I-..-Y-NS-N		N-N
Abington tp, Pa.	A-57-Y-NS-N					N-N
Alameda, Calif.	I-68-Y-S,NS-N					Y-N
Alhambra, Calif.	I-68-Y-S,NS-N					N-N
Ann Arbor, Mich.	A-43-Y-NS-N	B-62-Y-S,NS-N	I-69-Y-S,NS-N	L-72-Y-S,NS-N	N-69-Y-S,NS-N	N-N
Appleton, Wis.	I-70-Y-NS-N					N-N
Arlington, Tex.	B-60-Y-S,NS-N J-60-Y-S,NS-N	C-60-Y-S,NS-N K-60-Y-S,NS-N	F-60-N-S,NS-N	H-60-Y-S,NS-N	I-60-Y-S,NS-N	N-N
Arlington Heights v, Ill.	F-71-Y-S,NS-N	I-71-Y-S,NS-N	L-..-Y-S,NS-N			N-N
Asheville, N.C.						N-N
Aurora, Colo.	F-..-P-S,NS-..	H-..-P-S,NS-..	I-71-Y-S,NS-N	L-73-Y-S,NS-N	M-..-P-NS-..	N-N
Aurora, Ill.	A-72-Y-NS-N	B-73-Y-S,NS-N	I-..-Y-S,NS-N			N-N
Bakersfield, Calif.	A-..-Y-NS-N	B-67-Y-S,NS-N	G-71-Y-S,NS-N	I-70-Y-S,NS-N		N-N
Bellevue, Wash.	I-71-Y-S,NS-N	K-73-Y-S,NS-..				Y-N
Bellflower, Calif.	B-..-Y-NS-N					N-N

Table 2/15 continued EMPLOYEE INCENTIVES IN LOCAL GOVERNMENTS OVER 25,000: 1973

	Incentives currently in use, that have been used, or are being considered for use					
City, stete	Incentive, yeer introduced, in use now, empls. covered, written enelysis	Incentive, yeer introduced, in use now, empls. covered, written enelysis	Incentive, year introduced, in use now, empls. covered, written enelysis	Incentive, yeer introduced, in use now, empls. covered, written enelysis	Incentive, yeer introduced, in use now, empls. covered, written analysis	Other incentives, using work standards
50,000 – 99,999 continued						
Billings, Mont.						N·N
Bloomington, Minn.	H-73·Y·NS·N	I-68-Y·NS-N	J·73·Y·NS·N	K·70-Y·S,NS-N	L·71·Y·S,NS·N	..·..
Boise City, Idaho	B·72·Y·S,NS-Y	C·..-P-NS-..	F·..·P·S,NS·..	H·70·Y·S,NS-..	I·71·Y·S,NS·..	N·N
	K·..-P·S,NS-..	N·..-P·S,NS-..				
Boulder, Colo.	B·69·Y·S,NS-N	F·..·Y·S,NS-N	I·72·Y·S,NS-N	L·72·Y·NS-N		N·N
Bristol, Conn.	G·..·Y·S,NS·..	I·71·Y·S,NS-N				N·N
Bristol tp, Pa.	G·70·Y·S,NS·N	I·70·Y·S,NS-N				N·N
Brockton, Mass.						N·N
Brookline t, Mass.	A·..·..·NS·N	G·..·..·S,NS·N	I·..·..·S,NS·N			N·N
Brownsville, Tex.						N·N
Buena Park, Calif.	I·..-Y·S,NS·Y					N·N
Burbank, Calif.	A·..·Y·NS·Y	B·43·Y·S,NS·N	C·71·Y·...·N	F·69·Y·S,NS·N	H·51·Y·...·N	N·N
	I·60·Y·S,NS·N	K·71·Y·...·..	L·..·P·S,NS·..	M·..·P·...·..	N·70·Y·...·..	N·N
Carson, Calif.	G·69·Y·S,NS·N	I·69·Y·S,NS·N	K·..·P·...·..			N·N
Champaign, Ill.	G·..·Y·S,NS·Y	I·71·Y·S,NS·Y				..·N
Charleston, W. Va.	A·61·N·NS·N	I·69·Y·NS·N				N·N
Cherry Hill tp, N.J.	A·70·Y·S,NS·N	B·62·N·S,NS·Y	I·..·Y·S,NS·..			..·..
Chesapeake, Va.	A·70·Y·S,NS·Y	B·..·Y·S,NS·..	I·73·Y·S,NS·N			N·Y
Chester, Pa.						N·N
Chula Vista, Calif.	B·71·Y·S,NS·Y	F·72·Y·S,NS·N	G·72·Y·S,NS·N	I·72·Y·S,NS·N	K·..·P·S,NS·..	Y·N
	L·72·Y·S,NS·Y					
Clearwater, Fla.	A·68·Y·S,NS·N	F·..·P·...·..	I·72·Y·S,NS·N	K·..·P·...·..		N·N
Cleveland Heights, Ohio	I·70·Y·S·N					N·N
Clifton, N.J.	I·69·Y·S,NS·N					N·N
Columbia, Mo.	I·67·Y·S,NS·N					N·N
Compton, Calif.	B·..·Y·S,NS·N	I·..·Y·S,NS·N	K·..·Y·S,NS·N	L·71·Y·S,NS·Y		Y·N
Concord, Calif.	B·50·Y·S,NS·N	C·70·Y·S·..	I·68·Y·S,NS·..	L·72·Y·S,NS·..		Y·Y
Costa Mesa, Calif.	B·53·Y·S,NS·..	I·53·Y·S,NS·..	L·73·N·NS·..			Y·N
Council Bluffs, Iowa	A·68·Y·NS·N	B·68·Y·S,NS·N	F·73·Y·NS·N	G·73·Y·NS·N	I·71·Y·S,NS·N	N·N
	K·73·Y·S,NS·N	M·73·Y·...·..	N·74·Y·S·N			
Covington, Ky.	A·73·P·S,NS·..	B·66·Y·S,NS·N				N·Y
Cranston, R.I.	I·61·Y·S,NS·N					N·N
Daly City, Calif.	H·65·Y·S,NS·N	I·72·Y·S,NS·N				N·..
Davenport, Iowa						N·N
Decatur, Ill.	I·69·Y·S,NS·N	M·74·P·NS·..				N·N
Des Plaines, Ill.	A·..·Y·NS·N	G·..·Y·S,NS·N				N·N
Downey, Calif.	I·70·Y·S,NS·..	N·74·P·S,NS·..				N·N
Dubuque, Iowa	A·55·Y·NS·N	I·70·Y·S,NS·..	N·..·P·S·..			N·N
Durham, N.C.	A·..·Y·NS·N	B·..·Y·S,NS·N	H·73·Y·S,NS·N	I·..·Y·S,NS·Y		Y·N
El Cajon, Calif.	F·71·Y·S,NS·N	G·70·Y·S,NS·Y	I·69·Y·S,NS·N			N·N
El Monte, Calif.	I·73·Y·NS·N					N·N
Elgin, Ill.	A·62·Y·NS·N	B·59·Y·S,NS·N	I·62·Y·S,NS·N			N·N
Elmhurst, Ill.	B·68·Y·NS·N	I·68·Y·S,NS·N	K·67·Y·S·N			N·N
Eugene, Ore.	I·68·Y·NS·N					N·N
Evanston, Ill.	A·60·Y·NS·N	I·62·Y·S,NS·N				N·N
Everett, Wash.						N·N
Fairfield t, Conn.	I·68·Y·S,NS·..					..·N
Fargo, N.D.	C·73·Y·S,NS·Y	G·71·Y·S,NS·Y	I·68·Y·S,NS·N			N·Y
Farmington Hills, Mich.						N·N
Fayetteville, N.C.	I·..·P·NS·..	J·71·Y·NS·N	K·71·Y·S,NS·N			N·N
Fort Smith, Ark.	A·68·Y·NS·N					N·N
Fullerton, Calif.	C·69·N·...·N	F·72·Y·S,NS·N	G·72·Y·S,NS·N	I·69·Y·S,NS·N		N·N
Gainesville, Fla.	A·68·Y·NS·N	G·70·Y·S,NS·Y	H·71·Y·S,NS·N	I·66·Y·S,NS·N		N·Y
Galveston, Tex.						N·N
Garland, Tex.	I·65·Y·S,NS·N	L·73·Y·S,NS·..				Y·N
Grand Prairie, Tex.	G·68·Y·...·N	I·68·Y·S,NS·N				N·N
Great Falls, Mont.						N·N
Greenville, S.C.	A·72·Y·NS·N	H·70·Y·S,NS·N	K·73·P·S,NS·..	N·73·P·S,NS·..		Y·N
Hamilton tp, N.J.						N·N
Hamilton, Ohio	A·..·Y·NS·N	B·..·Y·S,NS·N	F·71·Y·S,NS·N			N·N
Harrisburg, Pa.	A·70·Y·NS·N					N·Y
Haverford tp, Pa.	A·68·Y·...·..					N·N
Hayward, Calif.	B·70·Y·S·N	G·67·Y·S,NS·N	H·63·N·S,NS·N	I·70·Y·S,NS·N	L·..·P·...·..	N·N
High Point, N.C.	A·..·Y·NS·N	G·..·Y·NS·N	H·73·Y·S,NS·N	I·..·Y·S,NS·N		..·..
Huntington, W. Va.	A·62·Y·NS·N					N·N
Inglewood, Calif.	A·63·Y·NS·..	B·71·Y·S·..	F·72·Y·S,NS·..	I·70·Y·S,NS·..	L·72·Y·S,NS·..	Y·N
	N·69·Y·S,NS·..					
Irving, Tex.	A·55·N·NS·N	B·60·Y·S,NS·N	G·70·Y·S,NS·N	I·68·Y·S,NS·N	L·72·Y·NS·N	N·N
Irvington t, N.J.	M·72·Y·NS·N					N·N
Joliet, Ill.	G·68·Y·S,NS·N	I·..·Y·S,NS·N				N·N
Kalamazoo, Mich.	F·69·Y·S,NS·N	I·69·Y·S,NS·N				N·N
Lafayette, La.	H·73·Y·S,NS·N					N·N
Lake Charles, La.	A·55·N·...·Y	E·..·..·...·..	G·65·Y·S,NS·N	H·72·Y·NS·Y	I·6B·Y·S,NS·Y	Y·N
	M·73·Y·NS·N					
Lakewood, Calif.	L·72·Y·NS·N					N·N

Table 2/15 continued — EMPLOYEE INCENTIVES IN LOCAL GOVERNMENTS OVER 25,000: 1973

	Incentives currently in use, that have been used, or are being considered for use					
City, state	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Other incentives, using work standards
50,000 – 99,999 continued						
Lakewood, Colo.	B-72-Y-S,NS-N	F-72-Y-S,NS-N	I-72-Y-S,NS-N	K-72-Y-S,NS-N	L-..-P-...-..	Y-N
Lawton, Okla.	B-73-Y-S,NS-N	I-70-Y-S,NS-N				N-N
Lima, Ohio						N-N
Lower Merion tp, Pa.	A-50-Y-NS-N					N-N
Lynchburg, Va.	A-53-Y-S,NS-N	I-72-Y-S,NS-N				N-N
Malden, Mass.						N-N
Manchester, N.H.	A-..-P-NS-..	B-67-Y-S,NS-N	I-..-Y-S,NS-N	L-73-Y-S,NS-N		N-N
Medford, Mass.						N-N
Meriden, Conn.	A-71-Y-NS-..	B-68-Y-S,NS-..	G-71-Y-S,NS-..	I-68-Y-S,NS-..		N-N
Mesa, Ariz.	C-55-Y-NS-..	I-60-Y-S,NS-..	K-..-Y-S,NS-..			N-N
Mesquite, Tex.	A-..-Y-NS-N	F-70-Y-S,NS-N	G-71-Y-S,NS-N	H-68-P-S,NS-..	J-70-Y-S,NS-N	N-N
	L-72-Y-S,NS-Y	N-74-P-S-..				
Miami Beach, Fla.	A-69-Y-S,NS-N	B-63-Y-S,NS-N	F-71-Y-S,NS-N	G-50-Y-S,NS-N	I-67-Y-S,NS-N	Y-N
	L-71-Y-S,NS-N					
Middletown tp, N.J.	I-..-Y-S,NS-N					N-N
Midland, Tex.	A-63-Y-NS-..	B-58-Y-S,NS-..	C-..N-...-..	G-..-Y-S,NS-..	I-..-Y-S,NS-..	N-N
Milford, Conn.	A-50-Y-NS-N	G-..-Y-S,NS-N	I-71-Y-S,NS-..			N-N
Modesto, Calif.	F-58-Y-S,NS-N	I-58-Y-S,NS-N				N-N
Monroe, La.	B-..-Y-S,NS-N					Y-N
Mountain View, Calif.	B-52-Y-S,NS-N	I-67-Y-S,NS-N	K-65-Y-S-..	L-72-Y-S,NS-..		N-N
Muncie, Ind.	N-68-Y-NS-..					Y-N
New Britain, Conn.						N-N
New Rochelle, N.Y.	A-50-Y-NS-N	F-56-Y-NS-N	I-69-..-NS-N			N-N
Norman, Okla.	C-70-Y-S,NS-N	F-..-P-S,NS-..	H-..-P-S,NS-..	I-72-Y-S,NS-Y	J-..-P-S,NS-..	N-N
Norwalk, Calif.	B-57-Y-S,NS-N	G-64-Y-S,NS-N	I-64-Y-S,NS-N			Y-N
Oak Lawn v, Ill.	B-53-Y-S,NS-Y	G-69-Y-S,NS-N	I-63-Y-S,NS-N	M-71-..-NS-N		N-N
Oak Park v, Ill.	B-..-Y-S,NS-..	I-73-Y-NS-N				N-N
Odessa, Tex.	H-71-Y-S,NS-N	I-72-Y-S,NS-N				N-N
Ogden, Utah	A-62-Y-NS-N	B-53-Y-S,NS-N	F-66-Y-S,NS-N	G-72-Y-S,NS-N	H-62-N-S,NS-N	N-N
	K-66-Y-S,NS-N					
Ontario, Calif.	I-70-Y-S,NS-N					N-N
Orange, Calif.	C-73-Y-S,NS-..	H-..-P-S,NS-..	M-73-Y-...-..			N-Y
Orlando, Fla.	A-..-Y-NS-..	B-64-Y-S,NS-Y	C-70-Y-S,NS-N	F-60-Y-S,NS-Y	G-70-Y-S,NS-Y	N-N
	I-65-Y-S,NS-N	L-73-Y-S,NS-N				
Overland Park, Kan.	B-65-Y-S,NS-N	I-69-Y-S,NS-N	J-..-P-S,NS-..	L-..-Y-S,NS-..	N-73-Y-S,NS-N	..-..
Oxnard, Calif.	I-71-Y-NS-N					N-N
Palo Alto, Calif.	F-71-Y-S,NS-N	I-70-Y-S,NS-N	K-72-Y-S,NS-N	L-72-Y-S,NS-N		N-N
Parsippany-Troy Hills tp, N.J.						N-N
Pawtucket, R.I.	I-67-N-S,NS-N					N-N
Penn Hills tp, Pa.						N-N
Pensacola, Fla.	A-..-Y-NS-N	I-..-Y-S,NS-N				N-N
Pico Rivera, Calif.	H-..-Y-S,NS-..	I-73-Y-S,NS-..				N-N
Pittsfield, Mass.						N-N
Pomona, Calif.	A-61-Y-NS-N	G-71-Y-S,NS-N	H-..-N-...-..	I-71-Y-S,NS-N		N-N
Pontiac, Mich.	B-..-P-S,NS-..	F-..-P-S,NS-..	M-..-P-S,NS-..			Y-..
Port Arthur, Tex.	I-58-Y-S,NS-N					N-N
Portland, Me.	F-..-P-S,NS-..	G-67-Y-S,NS-N	I-70-Y-S,NS-N	M-67-Y-...-..		N-N
Provo, Utah	A-40-Y-NS-N	B-60-Y-S,NS-N	G-70-Y-S,NS-N			N-N
Pueblo, Colo.	B-54-Y-NS-N	F-73-Y-S,NS-N	I-68-Y-S,NS-N	K-68-Y-S-N		N-N
Racine, Wis.	I-65-Y-S,NS-N					N-N
Reading, Pa.	A-60-Y-NS-N	B-60-Y-S,NS-N	F-..-P-...-..	K-73-Y-S,NS-N		N-N
Redondo Beach, Calif.	H-56-Y-NS-N	I-69-Y-S,NS-..				Y-N
Redwood City, Calif.	B-69-Y-S,NS-Y	G-69-Y-S,NS-Y	I-70-Y-S,NS-Y	K-72-Y-S,NS-Y	L-73-Y-S,NS-Y	N-N
	N-72-Y-S,NS-Y					
Reno, Nev.						N-N
Richmond, Calif.	B-..-Y-...-..	F-..-Y-...-..	I-72-Y-...-..			N-N
Roanoke, Va.	A-56-Y-...-Y	B-55-Y-...-Y	F-..-P-S,NS-..	K-..-P-S,NS-..	N-..-P...-..	N-N
Rochester, Minn.	H-68-Y-S,NS-N					N-..
Rock Island, Ill.	A-65-Y-NS-N	I-62-Y-S,NS-N				N-Y
Roseville, Mich.						Y-..
Royal Oak, Mich.	G-65-Y-S,NS-Y					N-N
Saginaw, Mich.	B-60-Y-S,NS-N	G-67-Y-NS-..	I-69-Y-S,NS-..	J-..-P-S,NS-..	K-..-P-S-..	N-N
	N-60-Y-S-..					
St. Clair Shores, Mich.	I-67-Y-S,NS-N					..-N
Salem, Ore.	B-..-Y-S,NS-..					N-N
Salinas, Calif.	F-58-Y-...-Y	H-..-P-NS-..	I-72-Y-NS-Y	L-72-Y-S,NS-Y		N-N
San Angelo, Tex.	B-48-Y-S,NS-N	I-73-Y-S,NS-N				Y-N
San Buenaventura, Calif.	B-72-Y-S-N	C-72-Y-S-N	F-..-P-...-..	H-..-P-...-..	I-65-Y-S,NS-N	Y-Y
	L-..-P-...-..	N-72-Y-S-..				
San Leandro, Calif.	B-58-Y-...-..	F-68-Y-NS-..	I-71-Y-S,NS-..			N-N
San Mateo, Calif.	G-69-Y-S,NS-N	I-70-Y-S,NS-N				N-N
Santa Barbara, Calif.	B-68-Y-S,NS-N	C-..-P-S-..	I-..-Y-S,NS-N			N-N
Santa Clara, Calif.	F-69-Y-S,NS-Y	G-68-Y-S,NS-N	I-70-Y-S,NS-Y			Y-N
Santa Rosa, Calif.	B-65-Y-S,NS-N	C-70-Y-S-Y	F-70-Y-S,NS-Y	I-65-Y-S-..	L-70-Y-NS-N	N-Y
Schenectady, N.Y.	A-40-Y-S,NS-N					N-N

Table 2/15 continued EMPLOYEE INCENTIVES IN LOCAL GOVERNMENTS OVER 25,000: 1973

	Incentives currently in use, that have been used, or are being considered for use					
City, state	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Other incentives, using work standards
50,000 – 99,999 continued						
Scottsdale, Ariz.	A-64-Y-NS-N L-71-Y-NS-N	B-65-Y-S,NS-N N-70-Y-NS-N	F-73-Y-S,NS-N	H-64-Y-NS-N	I-64-Y-S,NS-N	N-Y
Simi Valley, Calif.	B-70-Y-S,NS-Y	C-73-Y-NS-N	I-70-Y-S,NS-N	K-70-Y-S,NS-Y	N-73-Y-S-N	Y-N
Sioux Falls, S.D.						N-N
Somerville, Mass.	A-..-Y-NS-N	L-73-Y-S-N				N-N
South Gate, Calif.	I-66-Y-S,NS-N	K-..-Y-S,NS-N	L-73-Y-NS-N	M-68-Y-NS-N		N-N
Southfield, Mich.	C-..-P-S-.. L-..-P-NS-..	F-..-P-NS-..	G-70-Y-...-..	H-..-P-NS-..	I-69-Y-...-..	Y-N
Springfield, Ill.						N-N
Springfield, Ohio	B-..-Y-S,NS-N	G-69-Y-S,NS-N	I-68-N-S,NS-N			Y-..
Sterling Heights, Mich.	I-68-Y-S,NS-N					N-N
Sunnyvale, Calif.	B-60-Y-S,NS-N M-..-P-...-..	F-68-Y-NS-N	H-68-Y-NS-N	I-68-Y-S,NS-N	K-71-Y-S,NS-N	N-N
Tallahassee, Fla.	A-60-Y-NS-N	B-60-Y-S,NS-N	G-73-Y-S,NS-N	I-72-Y-S,NS-N	L-73-Y-NS-N	N-N
Tempe, Ariz.	A-60-Y-NS-..	B-70-Y-S,NS-N	H-71-Y-NS-..	I-70-Y-S,NS-N		N-N
Terre Haute, Ind.	G-67-Y-NS-N	H-73-Y-NS-N				N-..
Troy, N.Y.						N-N
Tyler, Tex.	B-70-Y-S,NS-N L-70-Y-NS-N	F-69-Y-S,NS-N	G-63-Y-NS-N	I-70-Y-S,NS-N	K-70-Y-S,NS-N	N-N
Union t, N.Y.	B-65-Y-S,NS-N					N-N
Vallejo, Calif.	F-73-Y-NS-N					N-N
Waco, Tex.	A-58-Y-NS-Y H-66-Y-S,NS-N	B-56-Y-S,NS-Y I-72-Y-S,NS-Y	C-..-P-S,NS-.. K-73-Y-S,NS-Y	F-56-Y-S,NS-N L-73-Y-S,NS-..	G-66-Y-S,NS-.. N-73-Y-S-N	Y-Y
Warwick, R.I.	A-68-Y-NS-N L-57-Y-NS-..	B-64-Y-S,NS-N	F-73-Y-...-..	G-64-Y-S,NS-N	I-68-Y-S,NS-N	..-..
Waterloo, Iowa	A-64-Y-NS-Y	B-66-Y-S,NS-N	L-70-Y-NS-Y			N-N
West Allis, Wis.						N-N
West Hartford t, Conn.	A-59-Y-NS-N	B-59-Y-S,NS-N	C-64-Y-S,NS-N	I-68-Y-S,NS-N	L-..-P-S,NS-..	N-N
West Haven, Conn.	A-67-Y-NS-..	E-67-..-NS-Y	I-..-..-NS-..	L-67-..-NS-Y		N-..
West Palm Beach, Fla.	A-60-Y-NS-N K-..-Y-S,NS-..	B-60-Y-S,NS-.. N-73-P-NS-..	F-..-Y-S,NS-..	G-66-Y-S,NS-..	I-..-Y-S,NS-..	Y-N
Westland, Mich.						N-N
Westminster, Calif.	B-58-Y-NS-N	I-65-Y-NS-N	K-72-Y-S,NS-..	L-71-Y-S,NS-N		N-N
Whittier, Calif.	B-69-Y-S,NS-N	G-66-Y-S,NS-Y	I-70-Y-S,NS-N	K-..-Y-S,NS-..		Y-N
Wichita Falls, Tex.	B-64-Y-S,NS-N	F-70-Y-S,NS-N	G-64-Y-S,NS-N	I-..-Y-S,NS-..		N-N
Wilkes-Barre, Pa.	A-73-Y-NS-N					N-N
Wilmington, Del.	A-..-Y-NS-Y N-..-P-S,NS-..	G-..-P-S,NS-..	H-..-P-S,NS-..	I-..-Y-S,NS-..	M-..-P-S,NS-..	N-N
Woodbridge tp, N.J.	A-64-Y-S,NS-N	I-70-Y-S-N	K-72-Y-NS-N			Y-N
Wyoming, Mich.	F-71-Y-S,NS-N	I-..-Y-S,NS-N				N-N
25,000 – 49,999						
Anchorage, Alaska	B-62-Y-S,NS-N N-71-Y-NS-N	F-69-N-S,NS-N	G-72-Y-S,NS-N	H-73-Y-S,NS-N	I-69-Y-S,NS-N	Y-N
Auburn, N.Y.	A-66-Y-NS-N					Y-N
Bowie, Md.	A-..-Y-NS-N	B-64-Y-S,NS-N	F-69-Y-S,NS-N	I-70-..-...-..	M-72-Y-NS-N	N-N
Bryan, Tex.	A-72-Y-NS-N	B-70-Y-S,NS-N	G-71-Y-S,NS-N			N-N
Concord, N.H.						N-N
Coral Gables, Fla.	B-67-Y-S,NS-N					N-N
Cumberland, Md.	G-70-Y-S,NS-..	I-69-Y-S,NS-..				N-N
Edina v, Minn.	I-66-Y-S,NS-N					N-N
Elmwood Park v, Ill.						N-N
Enid, Okla.	B-70-Y-S,NS-N	F-65-Y-S,NS-N	I-73-Y-S,NS-N			N-N
Fair Lawn b, N.J.						N-N
Fayetteville, Ark.	A-66-Y-NS-N	I-69-Y-S,NS-N				N-N
Fort Dodge, Iowa	A-54-Y-NS-N					N-N
Fountain Valley, Calif.	B-64-Y-S,NS-N	H-73-Y-S,NS-N	I-71-Y-S,NS-N	L-71-Y-S,NS-Y		N-Y
Fridley, Minn.	I-70-Y-S,NS-N					N-N
Inkster, Mich.	F-73-Y-NS-N	I-73-Y-S,NS-..				N-..
Lewiston, Idaho	F-..-P-S,NS-.. N-73-Y-NS-N	G-69-Y-S,NS-N	I-69-Y-S,NS-N	K-..-P-S-..	L-70-Y-S,NS-N	N-N
Minnetonka, Minn.	I-73-Y-...-N	L-71-N-...-N				N-N
Missoula, Mont.	B-71-Y-NS-N					N-N
Moline, Ill.	A-..-Y-NS-N					N-N
National City, Calif.	I-68-Y-S,NS-N					N-N
Newark, Calif.	B-55-Y-S,NS-N	I-73-Y-S,NS-N				N-N
Niles v, Ill.						N-N
Norristown b, Pa.	A-..-Y-NS-N N-..-P-S-..	B-..-P-...-..	I-..-Y-S-N	L-..-Y-S-N	M-..-Y-NS-N	N-N
North Miami Beach, Fla.	A-71-Y-NS-N L-72-Y-S,NS-N	B-58-Y-S,NS-N	G-71-Y-NS-N	H-72-Y-S,NS-N	I-66-Y-S,NS-N	N-N
North Olmsted, Ohio	A-65-Y-NS-N					N-N
North Tonawanda, N.Y.						N-N
Paramount, Calif.	B-69-Y-S-N	I-69-Y-S,NS-N				N-N
Rahway, N.J.	I-71-Y-S,NS-N					N-N

Table 2/15 continued EMPLOYEE INCENTIVES IN LOCAL GOVERNMENTS OVER 25,000: 1973

City, state	Incentives currently in use, that have been used, or are being considered for use: Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Incentive, year introduced, in use now, empls. covered, written analysis	Other incentives, using work standards
25,000 – 49,999 continued						
Rocky Mount, N.C.	A-71-Y-NS-N	B-60-Y-S,NS-N	I-73-Y-S,NS-N	K-70-Y-S,NS-N		N-N
Santa Fe, N.M.	A-73-Y-NS-Y	B-73-Y-S,NS-Y				N-N
Sarasota, Fla.	A-69-Y-NS-N J-..-P-S,NS-..	B-50-Y-S,NS-N L-69-Y-NS-N	G-50-Y-S,NS-N	H-70-Y-S,NS-N	I-60-Y-S,NS-N	N-N
Shelton, Conn.	B-..-..-...-..					N-N
South Euclid, Ohio	A-..-Y-NS-..					..-..
University City, Mo.	A-..-Y-NS-N	I-71-Y-S,NS-N				N-N
West New York t, N.J.						N-N
Wyandotte, Mich.	I-70-Y-S,NS-N					N-N
Xenia, Ohio	A-68-Y-NS-..	B-68-Y-S,NS-N	I-71-Y-S,NS-N			N-Y
Yakima, Wash.	B-..-P-S-..	G-..-P-S,NS-..	N-..-P-...-..			N-N

E 3

Computers and the Police: Police Departments and the New Information Technology*

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In Oakland, California, a patrol officer reaches down to the remote computer terminal in his car and types in the license number of the speeding automobile. Within seconds, information is displayed showing that the vehicle is stolen. In St. Louis, Missouri, an experiment is under way in the largest police district to monitor each patrol car by using new locational and computer technology. Precise vehicle movement will be displayed on a television-like screen in the dispatch center, and decisions regarding which car should respond to a call will be based on this information.

Does this sound like James Bond or Dick Tracy, or is it reality? Indeed, these are just two examples of the wide variety of technological tools which have been proposed, tried on an experimental basis, or implemented in the police field in recent years. What is the extent of use of such computer-related innovations? Are they really working? And what do they mean for police work?

In July 1965, in the face of dramatic rises in reported crime and delinquency rates, the President's Commission on Law Enforcement and the Administration of Justice was created. One area selected for special attention in the commission's final report was the potential contribution of science and technology in the generally labor-intensive field of law enforcement. Because criminal justice agencies must process enormous quantities of data, the use of electronic computers seemed a particularly promising tool.

In accordance with the commission's recommendations, the Law Enforcement Assistance Administration (LEAA) was established in 1968. In its first four years, LEAA distributed over $1.5 billion to state and local governments and to private agencies. A significant portion of these funds — estimated at more than $100 million — was designated for the creation of automated information applications such as computerized criminal history files. There is disagreement as to the utility of this expenditure. The emphasis of the federal aid program on computer hardware and software development and on other types of high crime equipment has drawn criticism from a number of groups which believe that the money could be better utilized on less technical approaches to the crime problem.[1] Others argue that portions of this money have been wasted, and also that the proliferation of such systems represents a potential infringement on civil liberties.

In response to the growing interest in computers for law enforcement purposes, research was undertaken in 1971 by the author under the aegis of the International City Management Association (ICMA) to measure the extent of police computer use and to consider the degree of success or failure of such systems to date.[2] The 1971 study revealed that 39% of the 498 police departments responding to the survey were using computers,[3] and for cities 100,000 and over in population this figure rose to 69.8%. In addition, nearly two-thirds of all departments responding indicated that they would be using a computer by 1974.

Table 3/1 RESPONSE TABLE

Classification	No. of departments surveyed (A)	Number of departments responding: No.	% of (A)
Total, all cities	410	326	80
Population group			
Over 500,000	26	20	77
250,000-449,999	30	26	87
100,000-249,999	98	80	82
50,000- 99,999	256	200	78
Geographic region			
Northeast	102	71	70
North Central	109	82	75
South	103	89	86
West	96	84	88
City type			
Central	260	213	82
Suburban	150	113	75
Form of government			
Mayor-council	165	115	70
Council-manager	215	187	87
Other	30	24	80

Because this research represented only one point in time, it seemed desirable both to confirm these results and to see if the projections had been achieved. Therefore, a second study was designed and carried out during the spring of 1974. The results of the follow-up research are presented here.

Two primary tools were utilized for the 1974 study — a mailed survey and telephone interviews. ICMA sent a questionnaire to the 410 police departments in cities 50,000 and over. The questionnaire was specifically designed to permit comparison with the 1971 survey as well as to collect information on issues which grew

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*Data for this article were collected from the survey *Application of Automated Data Processing in Police Departments Follow-up Survey: 1974* (ADP/74), by the International City Management Association, Washington, D.C.

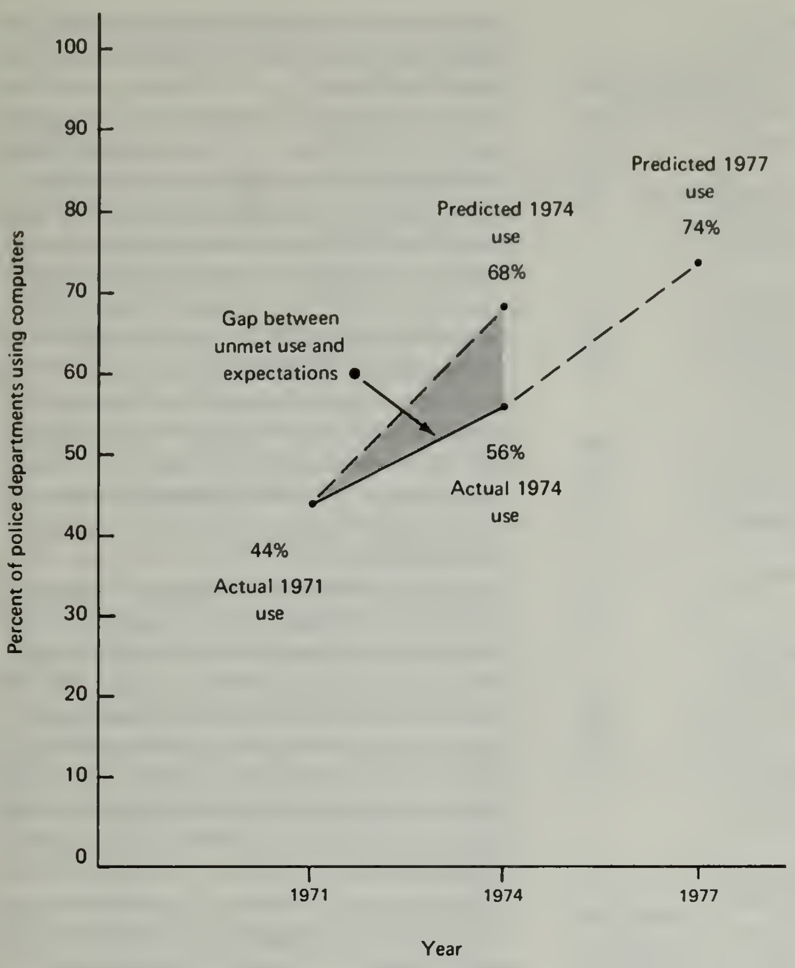


Figure 3/1 *Police computer use in 1971, 1974, and 1977*

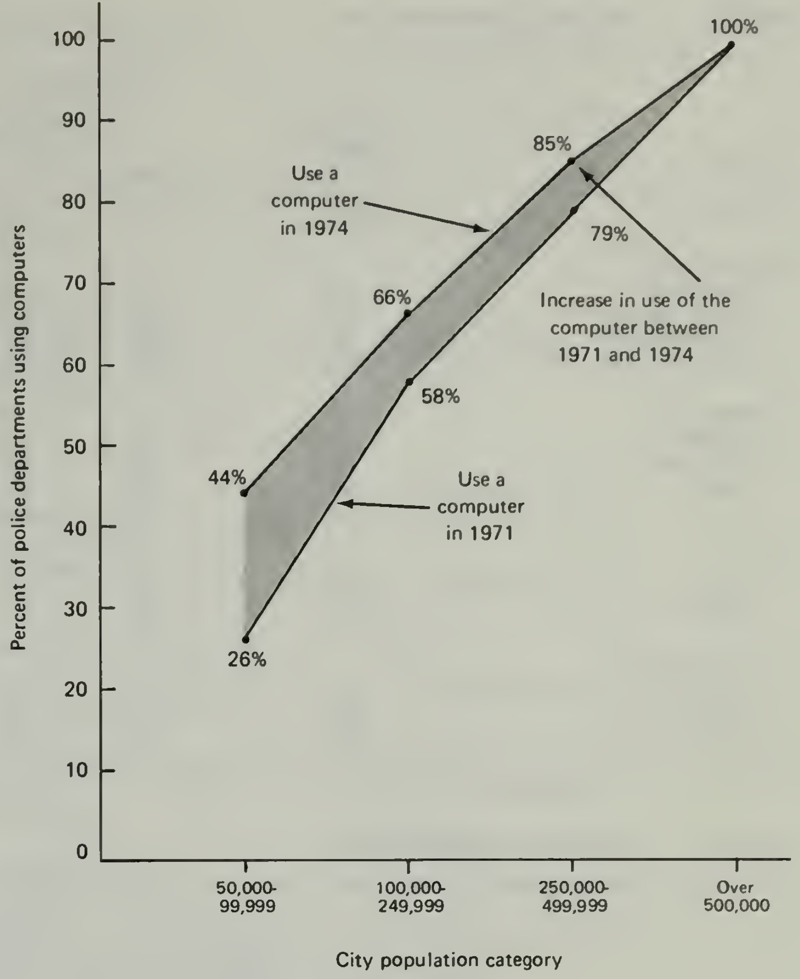


Figure 3/2 *Influence of city size on current and past use of computers by police departments*

out of the analysis of the earlier survey. Of the 410 police departments surveyed, 326 (80%) responded (Table 3/1).

In order to test the validity of the survey responses and to explore in greater detail the impact of the computer on various aspects of police operations, telephone interviews were conducted with the police chief (or with the member of the chief's staff most familiar with data processing) in 28 of the responding cities.[4] Because of the small sample size, no definitive conclusions may be reached on the basis of the telephone interviews. However, the interviews have proved invaluable in understanding and interpreting responses to the mailed survey.

As expected, many of the findings of the 1974 study are similar to those of the 1971 study. Therefore, it is possible to discuss results with greater confidence. Certain shifts have occurred in the nature of police electronic data processing (EDP) use. Implementation of computer use generally has proceeded at a slower pace than at first expected, especially in particular application areas. Further, there seems to be a "second generation" of problems or implications that is beginning to emerge. The study has not directly attempted to assess the effectiveness or the full range of costs and benefits of police computer systems, nor does this article deal extensively with computer system impact on police departments and their services.[5]

This article is divided into two major sections:

1. Computer Use by the Police: a review of how computers are used by the police, how this has changed over time, and what plans exist for the future
2. Computer Implementation: an examination of the problems encountered in computer use and of how implementation has proceeded to date.

COMPUTER USE BY THE POLICE

The first real-time[6] police computer system was installed in the United States only ten years ago in the St. Louis police department. Since then, considerable growth has occurred in the use of information technology by the police. However, comparison of the computer use anticipated in 1971 with what has actually taken place in the last three years shows that implementation has progressed at a slower rate than expected. Of the 326 cities responding to the 1974 survey (Table 3/1), 183 (56%) indicated that they are using a computer (Table 3/2 and Figure 3/1). In 1971, for cities of comparable size, 44% were using a computer. However, the 1971 predictions for computer use by 1974 had been much higher. At that time, 24% of the departments of comparable size that were not using a computer stated that they would be within three years. Thus, although a number of departments have acquired an EDP capability since 1971, the growth of computer use was 50% less than predicted.

The discrepancy may be due, in part, to the slightly different response rate between the two studies and to possible changes through interpretation that might occur if a different person filled out the questionnaire in 1974. Further, people generally tend to be overly optimistic in making estimates for the future. However, the diminished growth rate seems to indicate that some police departments are taking a more careful and sophisticated approach to computer use. A healthy pragmatism exists in many departments, and in some there is even skepticism. Still, given past experience, estimates for the future remain tempered but quite high. According to present predictions, 74% of the responding police departments will be using a computer by 1977 (Figure 3/1).

In the 1971 survey, the single most important factor in determining whether a police department used a computer was the size of the city. As anticipated, the data from the 1974 survey indicate that this same pattern holds, with 100% of the responding departments in cities 500,000 and over using a computer, 70.8% of the departments in cities 100,000 to 500,000, and 44.2% of departments in cities under 100,000 (Figure 3/2 and Table 3/2).

Table 3/2 POLICE COMPUTER USE

Classification	No. of departments reporting (A)	Police departments using a computer No.	Police departments using a computer % of (A)	Police departments not using a computer No.	Police departments not using a computer % of (A)
Total, all cities	325	183	56	142	44
Population group					
Over 500,000	20	20	100	0	0
250,000-499,999	26	22	85	4	15
100,000-249,999	80	53	66	27	34
50,000- 99,999	199	88	44	111	56
Geographic region					
Northeast	71	24	34	47	66
North Central	82	39	48	43	52
South	88	59	67	29	33
West	84	61	73	23	27
City type					
Central	212	128	60	84	40
Suburban	113	55	49	58	51
Form of government					
Mayor-council	115	54	47	61	53
Council-manager	186	114	61	72	39
Other	24	15	62	9	38

Table 3/3 FUTURE COMPUTER USE

Classification	No. of departments reporting not using a computer (A)	Departments planning future computer use No.	Departments planning future computer use % of (A)	Departments not planning future computer use No.	Departments not planning future computer use % of (A)	Departments uncertain about future computer use No.	Departments uncertain about future computer use % of (A)
Total, all cities	142	59	42	17	12	57	40
Population group							
Over 500,000	0	0	0	0	0	0	0
250,000-499,999	4	4	100	0	0	0	0
100,000-249,999	27	15	56	0	0	12	44
50,000- 99,999	111	40	36	17	15	45	41
Geographic region							
Northeast	47	16	34	3	6	21	45
North Central	43	21	49	5	12	17	40
South	29	11	38	3	10	14	48
West	23	11	40	6	26	5	22
City type							
Central	84	34	40	9	11	30	45
Suburban	58	25	43	8	14	19	33
Form of government							
Mayor-council	61	23	38	5	89	27	44
Council-manager	72	33	46	12	17	25	35
Other	9	3	33	0	0	5	56

As seen in Table 3/2, police departments in central cities (60%) tend to use computers to a greater extent than do departments in suburban cities (49%). In addition, police departments in council-manager cities indicate a greater percentage of computer use (61%) than do departments in cities with a mayor-council form of government (47%), despite the fact that mayor-council cities tend to have larger populations than do council-manager cities and, therefore, might be expected to have a higher rate of computer use.

Geographically, western cities have the largest number of EDP users, with 73% of the responding departments indicating that they have access to a computer (Table 3/2). Departments in the South, which were the greatest users in 1971, remain a close second with 67% of the responding departments reporting use. Forty-eight percent of the departments in the North Central region are using a computer. In 1971 cities in the Northeast made the least use of computers and in 1974 this was true again (34%). Among the individual states, California and Virginia have by far the largest number of cities with police-related computer use (not shown in table).

It is interesting to compare, on a regional basis, the predictions of computer use which were made in 1971 with what has actually occurred (Table 3/4). Significantly, the West was the only region of the country to meet its expectations. Seventy-three percent of the police departments in the West anticipated use by 1974, and 73% achieved such use. The number of southern cities using computers in 1974 fell short of predictions, but not by as much as North Central cities and northeastern cities. In fact, this failure to meet expectations in the North Central region and in the Northeast accounts for the majority of the predictions not met between 1971 and 1974.

How Do Police Use Computers? The survey respondents were asked to indicate, for each of 24 different applications, where they are presently using computers, and to specify whether such applications involved real-time access.[7] Departments were also asked to indicate whether they are planning to implement a particular computer application within three years and, if so, to specify whether this application would be real-time.

The 24 applications were grouped into eight application areas (Figure 3/3); these are discussed below.

Police Patrol and Inquiry. This area refers to those applications which allow a police officer to make rapid real-time inquiries about identification of people or property (wanted, missing, stolen, and the like). Applications included here were files of outstanding warrants, stolen property files, and listings and cross-references between registered vehicles and their owners. The actual technology in this application area varies widely. Some police departments retrieve information on "teletype" computer terminals, while others have installed a CRT (cathode ray tube) terminal for each police dispatcher. The most recent technological innovation in this application area is to place CRT digital display terminals in patrol cars so that police officers can make inquiries without going through an intermediary operator.

Traffic. Applications in this area provide automated records of traffic accidents, traffic citations, and parking violations. In addition to providing statistical data, these applications often serve to bring additional revenues to the city by increasing efficiency in collecting fines for traffic and parking violations.

Police Administration. Computer use in this area corresponds closely to that in other governmental functions and in business organizations. Personnel records, payrolls, budget analysis and forecasting systems, inventory control files, and fleet maintenance records can all be automated to aid in the administrative operation of the police department.

Crime Statistical Files. This area includes basic files on the type and number of criminal offenses and arrests and on juvenile criminal activity. These records are used widely in filling out reports, such as the FBI Uniform Crime

Reports, and in supplying historical records. These data are also vital to computer use in other application areas such as resource allocation, program formulation and planning, and criminal investigation.

Miscellaneous Operations. Applications in this area include files related to jail arrests (to keep track of people who have been arrested, released, released on bail, etc.) and files related to intelligence records.

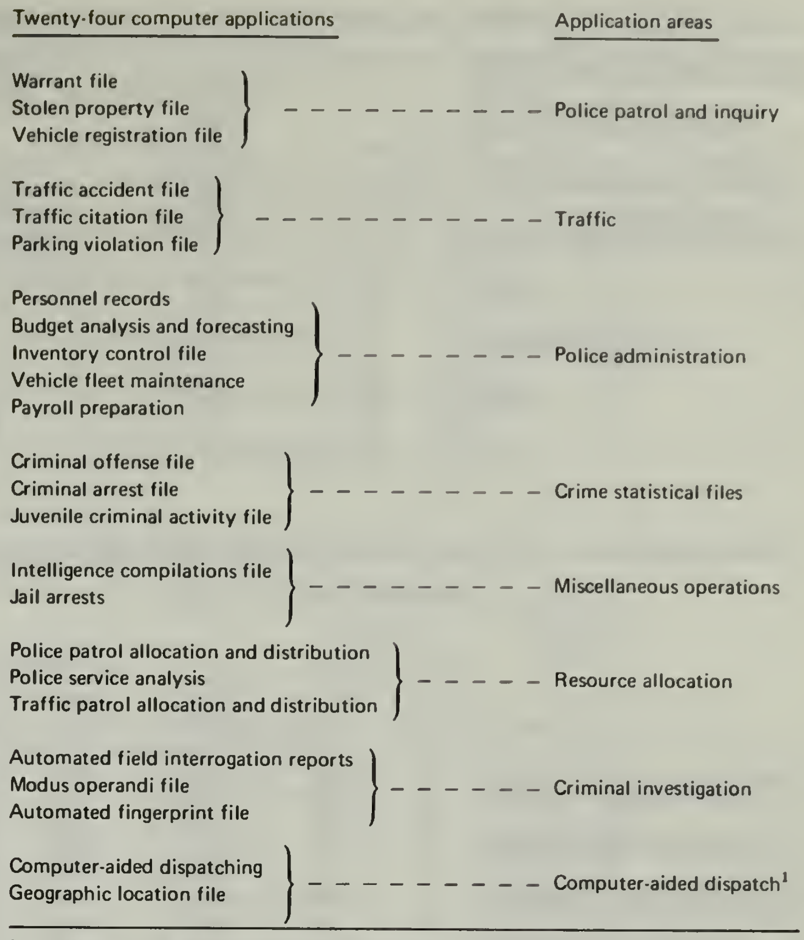
Resource Allocation. This area utilizes some nonroutine processing activities. Programs are used to analyze police service and to provide for the allocation and distribution of patrol units. In some cities computers help predict work loads and alter police patrol force deployment to meet changing crime patterns on an hourly and seasonal basis. (In the 1974 survey an application was added specifically to gather information on resource allocation in the traffic area. The results of this application are included in the totals for the resource allocation area.)

Criminal Investigation. These applications provide an officer or detective with supporting information for investigating and solving crimes. This may include information on crime patterns or on a modus operandi (an individual or group pattern, or a method of operation), and automated access to field interview reports, nickname files, and fingerprint matching.

Computer-Aided Dispatch. This area concerns computer utilization to provide for the automated or partially automated "command and control" of field units in order to hasten and to improve the dispatch of patrolmen in answering calls. Ultimately, it is anticipated that computerized visual displays will give the dispatcher the location and status of patrol cars, service times, nearest car to an incident, etc. However, the development of a geographic base file for the city must precede such a system.[8]

Structured and Unstructured Computer Applications. In evaluating the use and impact of computers in police departments a further distinction and grouping among application areas is useful. Two basic types have been identified: those which may be termed as "structured" and those which are "unstructured."[9]

Structured applications are generally those uses which involve the relatively routine automation of information processing activities. They involve the straightforward, repetitive manipulation and inquiry of prescribed data and often include a definite procedure for handling these situations. In many cases, the same manipulation which is occurring by machine was already being done by hand before the advent of the computer. The computer accelerated the process and made it less cumbersome. For example, although applications for police patrol and inquiry may bring great benefit and may utilize third-generation computers, from a technical point of view inquiry systems to handle wanted warrants, stolen property, and motor vehicles are relatively straightforward and may be considered structured. Other structured application areas include traffic, crime statistical files, police administration, and miscellaneous operations (Figure 3/4).


Twenty-four computer applications
Application areas
Warrant file
Stolen property file
Vehicle registration file
Police patrol and inquiry
Traffic accident file
Traffic citation file
Parking violation file
Traffic
Personnel records
Budget analysis and forecasting
Inventory control file
Vehicle fleet maintenance
Payroll preparation
Police administration
Criminal offense file
Criminal arrest file
Juvenile criminal activity file
Crime statistical files
Intelligence compilations file
Jail arrests
Miscellaneous operations
Police patrol allocation and distribution
Police service analysis
Traffic patrol allocation and distribution
Resource allocation
Automated field interrogation reports
Modus operandi file
Automated fingerprint file
Criminal investigation
Computer-aided dispatching
Geographic location file
Computer-aided dispatch¹

[1] Computer-aided dispatch shown in the figures and tables does not include the tabulations for geographic location files.

Figure 3/3 *Computer use by the police*

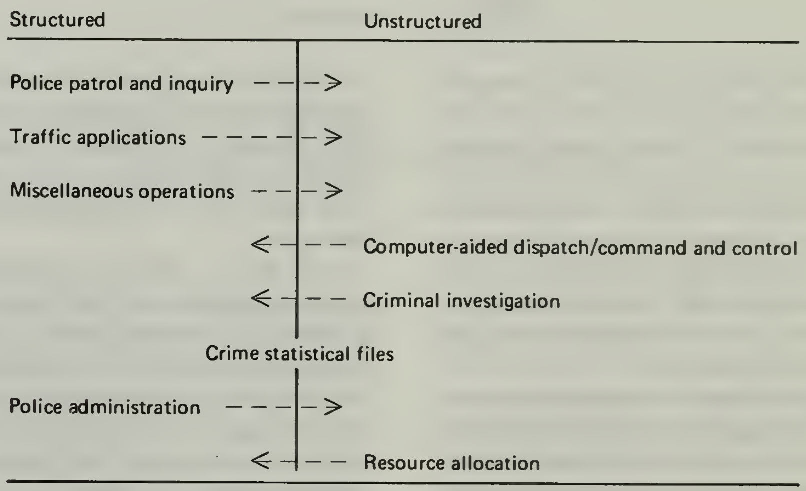

Structured
Unstructured
Police patrol and inquiry
Traffic applications
Miscellaneous operations
Computer-aided dispatch/command and control
Criminal investigation
Crime statistical files
Police administration
Resource allocation

Figure 3/4 *Structured and unstructured police computer applications*

Unstructured applications are more elusive and complex. It is in unstructured applications that the machine begins to become a tool for decision making, strategic planning, and man-machine interaction. Here there are no absolute cut-and-dried methods for handling problems, either because the area is elusive or complex, or because it is so important that it deserves custom-tailored treatment. The human decision maker plays a vital role in judgment, evaluation, and insight. In law enforcement, unstructured application areas include resource allocation, investigation of crime, and command and control and dispatch (Figure 3/4).

Structured and unstructured categories should not be considered as sharply defined classifications. Rather, it is more reasonable to regard them as opposite ends of a continuum. For example, moving toward the unstructured end, systems design becomes more difficult, and behavioral, personality, and organizational considerations become increasingly significant. For

Table 3/4 REGIONAL COMPARISONS OF COMPUTER USE IN 1971 AND 1974

	1971 computer use						1974 computer use		
		Departments using computers						Departments using computers	
Geographic region	No. of departments responding (A)	No. (B)	% of (A)	No. of additional departments planning computer use by 1974 (C)	Total no. of users by 1974 (according to 1971 predictions) (D) = (B+C)	% of departments planning on use by 1974 (D/A)	No. of departments responding (E)	No. (F)	% of (E)
Total, all regions	375	145	39	89	234	62	325	183	56
Northeast	92	13	14	24	37	40	71	24	34
North Central	100	41	41	23	64	64	82	39	48
South	91	46	51	20	66	76	88	59	67
West	92	45	49	22	67	73	84	61	73

Table 3/5 COMPARISONS OF 1971-1974 PREDICTED USE AND 1971-1974 ACTUAL USE

	Actual no. of applications in 1971		1971-1974			1974 predicted		1974 actual		Difference between predicted and actual	1974-1977 predicted increase	1977 predicted	
Application area	No. (A)	% of total	Predicted increase (B)	Actual increase (C)	% actual vs. predicted (C/B)	Total (D = A+B)	% of total	Total (E = A+C)	% of total	(D − E)	(F)	Total (G = E+F)	% of total
Police patrol and inquiry	180	19.9	138	100	72.5	318	15.7	280	17.4	− 38	127	407	14.3
Traffic	162	17.9	151	118	78.2	313	15.5	280	17.4	− 33	141	421	14.8
Crime statistical files	177	19.5	203	138	68.0	380	18.8	315	19.5	− 65	173	488	17.1
Police administration	192	21.2	191	106	55.5	383	18.9	298	18.5	− 85	202	500	17.5
Miscellaneous operations	40	4.4	83	51	61.5	123	6.1	91	5.7	− 32	98	189	6.6
Resource allocation	111	12.2	131	147	112.2	242	12.0	258	16.0	+ 16	219	477	16.7
Criminal investigation	34	3.8	158	41	26.0	192	9.5	75	4.7	−117	189	264	9.3
Computer-aided dispatch	10	1.1	61	5	8.2	71	3.5	15	0.9	− 56	89	104	3.7
Total	906	100.0	1,116	706	63.3	2,022	100.0	1,612	100.0	−410	1,238	2,850	100.0

more unstructured applications to be successful, an effective interaction between man and machine is necessary. Further, several applications seem to fit somewhere in between the two extremes. The best example is crime statistical files. These files, which are generally routine in collection and processing, also provide the basic data that are essential for a number of unstructured activities such as criminal investigation and resource deployment.

Realizing that there are imperfections in any classification system, the distinction between structured and unstructured computer applications in law enforcement is very useful in beginning an analysis of the implementation and effectiveness of computer use to date.

The Evolution of Computer Use Reexamined. In the 1971 study it appeared that the evolution of computer use by the police had three distinct phases: (1) 1960 to 1966 or 1967, when traffic, crime reporting, and police administration were most prominent; (2) 1967 to 1971, highlighted by the rapid expansion of systems for police patrol and inquiry; and (3) 1971 to a somewhat indefinite future which, it was believed, would see an increasing focus on the more unstructured, difficult, and perhaps potentially more beneficial applications related to resource allocation, criminal investigation, and command and control.

The 1974 survey results would seem essentially to confirm these patterns for use prior to 1971. However, as regards the predicted future, and particularly what has occurred between 1971 and 1974, some important shifts have taken place.

From 1960 to 1966. During this initial era of police computer use the first applications were in traffic applications, police administration, and crime statistical files — the last group undoubtedly being used for the preparation of state and local reports and the FBI's Uniform Crime Reports. By the end of 1966, traffic and police administration applications were clearly the leaders, representing over half (54%) of the total computer use (in terms of number of applications) at that time (Figure 3/5). The most common single application was payroll preparation, with 20 of the 32 departments that were using a computer in 1966 indicating this use. Crime statistical files was the third most common category of computer use at the end of 1966.

From 1967 to 1971. In the mid-1960s the capability for real-time computer applications had been developed, and the President's Crime Commission seized on this development and suggested a variety of ways in which the rapid access to information might be beneficial to a department's operation. Therefore, in the period 1967 to 1971 some shifts in emphasis occurred in police use of computers. First, although the total number of traffic and police administration applications increased considerably, the criminal statistics category experienced the greatest reported growth. Forty-seven departments added automated criminal offenses files to their computer operations — the largest absolute increase for any individual application during this period. Even more significant, however, was the tremendous growth realized in the police patrol and inquiry area. Between 1967 and 1971 the number of inquiry applications increased *seven* times. By 1971, almost one-fifth of all reported police computer use was devoted to the rapid retrieval of information on outstanding warrants, stolen property, or vehicle registration; and police patrol inquiry applications moved from fourth to second in terms of total computer use (Figure 3/6 and Table 3/5).

The primary reasons for the widespread adoption of patrol inquiry applications are the convenience and the safety of the patrol officer in the street. If an officer stops a speeding car it is extremely helpful for him to know if the car is stolen so that he can be prepared for any potential reaction when he approaches the driver. Although such situations may be relatively rare, it is understandable that any computer application which could help reduce the risk in officer inquiry would be given a high priority in a

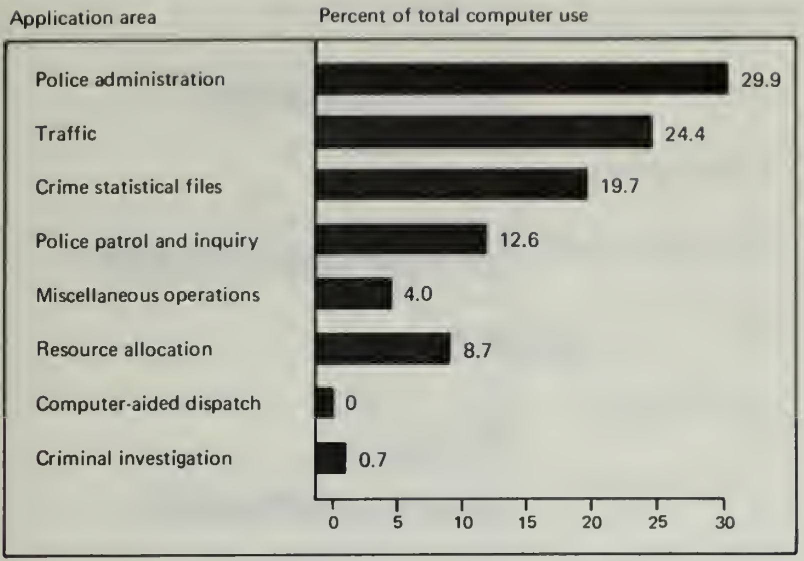


Figure 3/5 *Status of computer use in 1966*

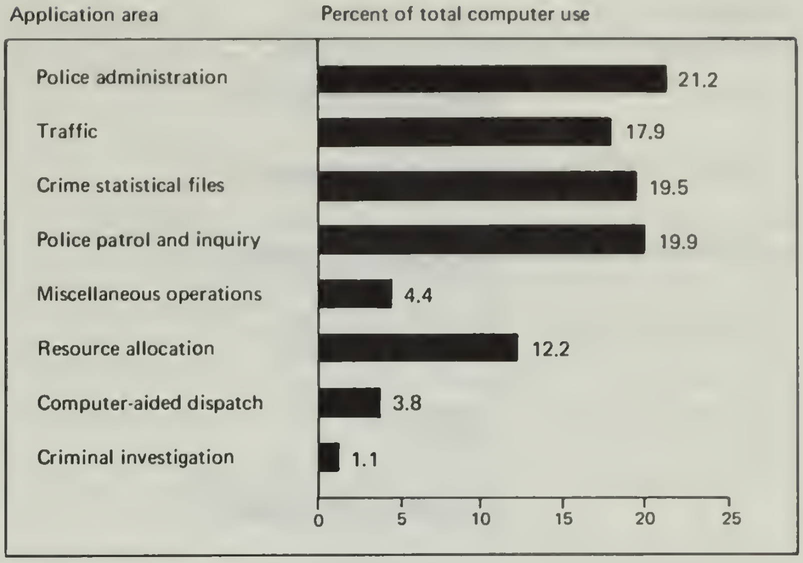


Figure 3/6 *Status of computer use in 1971*

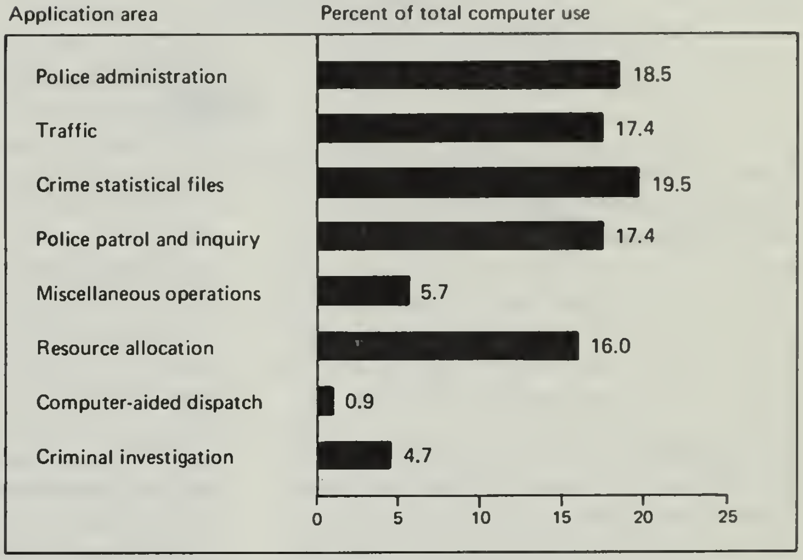


Figure 3/7 *Actual status of computer use in 1974*

department's planning. In addition, the patrol officer receives a response with maximum convenience and minimum delay because an overwhelming percentage of police patrol and inquiry applications are real-time — allowing a response in seconds rather than minutes.[10]

During the late sixties increased attention was given to another area of computer application — the use of information technology to aid in patrol resource allocation decision making and in the evaluation of police service. In absolute numbers, the resource allocation area still represented only a small fraction of total police computer operations at the end of 1971; but the more than sixfold increase between 1966 and 1971 strongly suggested that this category was in the process of becoming a major EDP application area.

Development in police administration applications, on the other hand, seemed to be losing ground during this period. Although this area accounted for about one-fifth of police data processing activity, its rate of growth (especially the rate of increase of individual applications) seemed to be lagging behind that of the other major areas.[11]

From 1971 to 1974, Predicted versus Actual. In the report covering the 1971 survey an attempt was made to estimate what police computer use would look like in the near future. Predictions were based on the relative rates of growth in the various application areas up to that point, the responses regarding future use, and departmental response on the importance of various application areas.

With this information, it appeared that the police would continue to acquire crime related files at a high rate, and, therefore, this area and police administration would exhibit the highest average use in 1974. Police patrol and inquiry applications were predicted to represent a strong third, with traffic applications dropping to fourth. The 1971 data also indicated that resource allocation would become increasingly significant, although in terms of total use it would still be comparatively low. The anticipated growth in the resource allocation area was consistent with the 1971 survey findings to the effect that police regarded patrol deployment and resource allocation as their most important computer application.

Another significant finding from the 1971 survey was that although computer-aided dispatch and criminal investigation had received relatively little use in police departments by 1971, these two application areas were ranked fairly high above traffic, police administration, and miscellaneous operations.[12] Moreover, the survey results indicated that the number of departments with a computer-aided dispatch program was expected to increase to almost six times its 1971 level by 1974. Criminal investigation applications were expected to experience an almost equally high rate of growth. Although in terms of average use these two categories would remain relatively minor, such increases were believed to be important because they represented a shift toward greater police use of unstructured computer applications.

The results of the 1974 survey indicate, however, that the actual pattern of computer expansion has differed in several ways from what was originally predicted, particularly in the unstructured areas. In the structured areas, the general pattern was much as expected, although the total number of applications added was fewer than anticipated.

It was predicted that crime statistical files would display the highest average use and, indeed, in 1974 they did (Table 3/5). They were closely followed by applications for police administration, police patrol and inquiry, and traffic. Resource allocation was still fifth in terms of the overall number of applications, but a significant growth had taken place (from 12% to 16% of the total number of police computer applications).

Of special note is how use had evened out in all five of these application areas by 1974 (Figure 3/7). In 1971 there were major differences in use, and continued major differences were anticipated for 1974 (Table 3/5). But by 1974 the

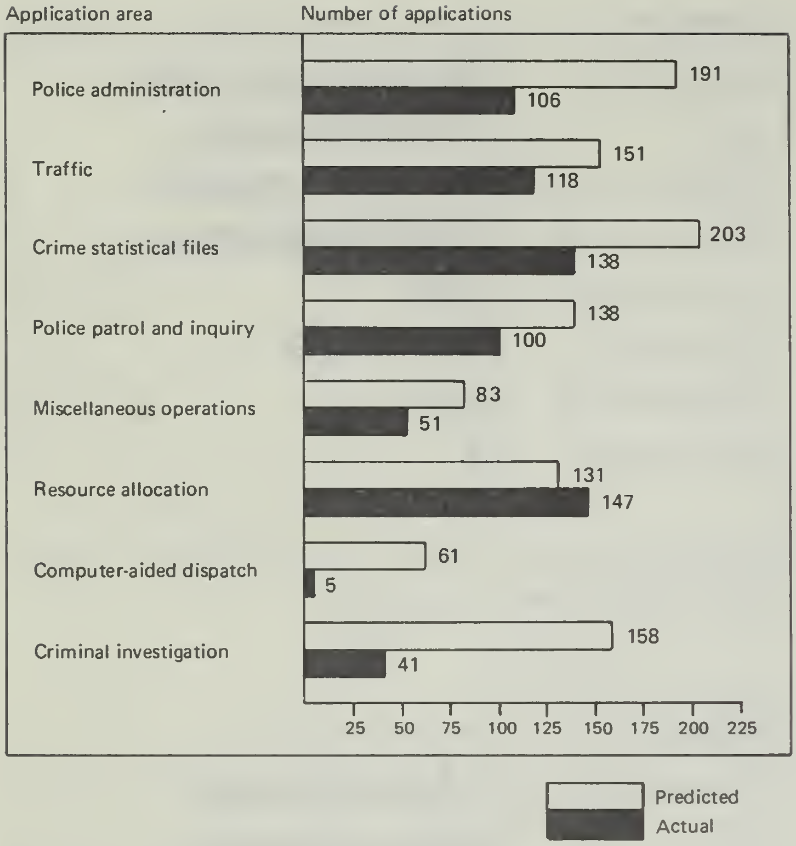
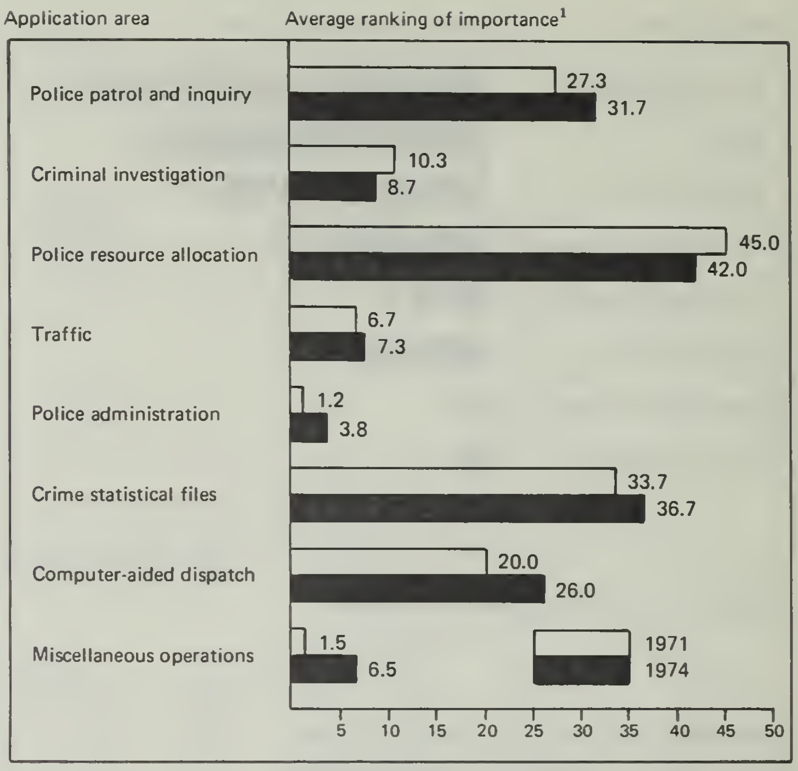


Figure 3/8 *Predicted 1971-1974 increase in computer use as compared to actual 1971-1974 increase*



[1] Ranking is based on the average number of times applications were selected by police department as one of their three most important applications.

Figure 3/9 *Importance of computer applications in 1971 and 1974, as ranked by police departments*

first five application areas were separated only by a difference of just over 50 applications between the high (crime statistical files at 315) and the low (resource allocation at 258). The primary reasons for this were the major increase in the resource allocation area and the failure of the other four application areas to expand at the rate anticipated.

It has been mentioned previously that the speed at which new departments have been acquiring computer systems for the first time has been well below the rate predicted in 1971. The experience in individual application areas, on the other hand, has been mixed (Figure 3/8 and Table 3/5). Resource allocation is the only category whose growth since 1971 has exceeded the predicted rate, with an increase of 147 compared with an anticipated 131. This further corresponds with the 1971 rating of importance in this area. (However, there is a major difference between having a computer application and actually using that application. In fact, there is still some question as to just how far along implementation really is in the resource allocation area, and this will be discussed in greater detail later in this article.) Traffic increases were 78% of those anticipated; crime statistical files were at 68% of the predicted level, and police patrol and inquiry files were at 72%. Police administration applications were only 55% of the expected level.

However, in two of the categories (which, with resource allocation, comprise the unstructured application areas) it appears that the 1971 projections were exceedingly over optimistic. The 1971 survey results predicted a considerable increase in the installation of systems to aid criminal investigation and dispatch. However, of the 158 criminal investigation applications planned for use by 1974, only 41 (26%) have been implemented. Similarly, of the 61 computer-aided dispatch systems planned for use by 1974, only 5 (8%) were implemented.

The general failure of the departments to acquire such systems in the specified time frame is a strong indication of the difficulty involved in implementing such applications. It also may demonstrate a lack of prior understanding in the various police departments as to what is actually entailed in developing these applications (for example, the prerequisite of a geographic base file before implementing a sophisticated computer-aided dispatch system).

Although the expansion of police computer use has deviated quite a bit from the patterns suggested in 1971, the 1974 survey results indicate that, remarkably, there has been little change in the departments' perceptions of the relative importance of the different applications. The departments still consider overall resource allocation activities their most important computer application area (Figure 3/9). Following this category in perceived importance is the criminal statistics area, closely followed by patrol and inquiry applications. Computer-aided dispatch remains the fourth most valued application area, which is particularly interesting given the poor record of successful implementation to date. Only a small number of departments have actually installed applications in this area.

Police administration and traffic applications again rank very low in the departments' estimation. (In the telephone interviews, traffic applications were most often named as the departments' least important application.)

Chiefs and their command staffs are strongly committed to implementing those applications which they believe are most helpful to the man in the street. This commitment was manifested particularly in the acquisition of a real-time police patrol and inquiry system. In fact, the number of interviewed departments whose representatives said that their want/warrants file is their most essential computer operation was much higher than indicated in the mailed survey. However, closer examination of the data shows that a number of other indicators were found which emphasized the police patrol and inquiry area. For example, over 39% of the departments which have a warrant file consider it their most important application. For those possessing criminal offense files or an automated patrol force resource allocation (the other two applications cited most frequently), the comparable figures were significantly lower — 18.9% and 29.8%, respectively.

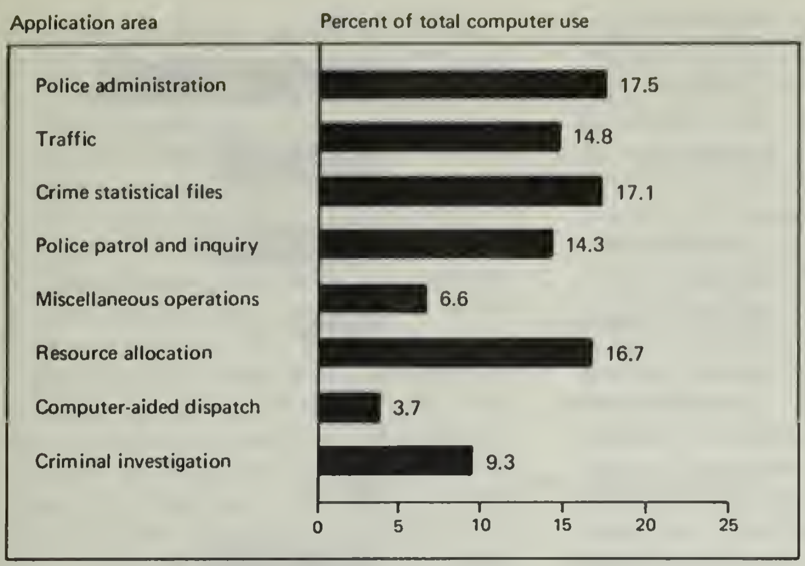


Figure 3/10 *Status of predicted computer use in 1977*

In summary, important variations exist between anticipated computer use by the police and actual implementation over the past three years. In structured application areas use increased — and, indeed, four of the five top application areas are structured. However, in each case use was significantly less than initially predicted.

Resource allocation is the only area (structured or unstructured) where the expected use level was actually met and surpassed. However, in the other two unstructured application areas, criminal investigation and computer-aided dispatch, use has been far below initial expectations in 1971 (Figure 3/8 and Table 3/5). Although these application areas still rank fairly high in importance to police departments, the indications to date are that estimates of future use in these areas should be viewed with skepticism.

The Future. In predicting police computer use for the near future, there are a number of advantages arising from the 1974 data. For instance, it is now known that the departments' own projections must be viewed with caution, since in the past they have tended to be overly optimistic. (However, the departments themselves may have learned from the past four years' experience that their objectives were too optimistic.)

According to the 1974 responses, the greatest predicted growth will center primarily around unstructured application areas (Table 3/5). Resource allocation is top (219 new applications), followed by police administration (202) and criminal investigation (189). Computer-aided dispatch is also high; if one considers geographic base files a part of such an application area, 175 applications will be added by 1977.

If this pattern of expansion actually occurs, the distribution of use by 1977 will be as shown in Figure 3/10. Perhaps the most striking phenomenon is the continued rise in popularity of the resource allocation application area. From fifth place in 1971 and 1974, it would seem that resource allocation would become one of the major computer use areas by 1977, along with police administration and crime statistical files. Since resource allocation was the only application area to achieve and surpass its predicted use from 1971 to 1974, it seems likely that future predicted growth will occur more in this area than in some of the other application areas. For example, for police administration applications, only a little over half those expected by 1974 were actually implemented. If this pattern were to continue, resource allocation would clearly be the number one area by 1977. Applications for traffic and for police patrol and inquiry would be fourth and fifth, respectively. With the exception of resource allocation, the top computer uses again would be in structured areas.

The findings above suggest that the most questionable growth projections are in the two unstructured areas of computer-aided dispatch and criminal investigation. Computer-aided dispatch systems, if they include such features as car locator systems, may represent one of the most sophisticated computer applications available to the police. Even designing and developing simpler versions of such systems is a complicated endeavor requiring much effort and time. If only 5 of the 61 departments stated that they were able to implement a system within the three-year span of 1971 to 1974, it is unreasonable to expect that the rate of success will be much greater by 1977. This is especially so if one considers that currently only 41 of the sampled departments have working geographic base files, most of which are not real-time. Moreover, because of the particular "command and control" orientation of computer-aided dispatch systems, such applications have a greater probability of encountering rank and file resistance.[13]

The design and implementation of criminal investigation applications should be less difficult from a technical point of view than the developmental work required for a computer-aided dispatch system. However, at this time the departments' record in implementing such applications has not been good. Past experience suggests that growth in this area is likely to fall short of projections.

COMPUTER IMPLEMENTATION

As previously indicated, the rate of computer implementation has proceeded at a slower pace than was anticipated in 1971. However, given the fact that the third generation of computers has been commercially available only since the late 1960s, the transition to computer use is proceeding amazingly rapidly. In fact, some constraint is probably favorable; with it may come greater caution, possible skepticism, and increased understanding.

In order to do a better job in the future, it is important to gain greater insights into the problems associated with computer implementation. This section focuses on five general topics:

1. Problems hindering computer operations
2. Integrating computer use with the operations of the police department
3. Staffing a police data processing facility
4. Transferring computer technology
5. Differences in implementing structured and unstructured police computer uses.

Problems Hindering Computer Operations. The primary problems faced by the police in using the computer are not technical but are behavioral and people-oriented. This was true in 1971, and in 1974 the conclusion is strikingly similar. The greatest problem in both 1971 and 1974 has been scheduling and priorities: that is, determining what applications to implement and what the priorities and scheduling will be. This concern has overshadowed any other issue (Figure 3/11). Over 50% of the departments responding indicated that this was their most important problem. Training of police personnel other than technical EDP staff in computer operations is the second greatest problem and developing software is the third.[14] Other common problems in order of frequency include facilities for the EDP equipment, other planning, patrolmen's acceptance, management acceptance, and integrating the EDP operations with the rest of the department. In both 1971 and 1974, respondents rated strictly hardware or equipment problems low on the problem scale.

The telephone interviews attempted to probe the kinds of scheduling and priority difficulties that were occurring. Two aspects most commonly mentioned include turn-around time and problems between the police department and the city centering on the ownership and control of the computer. When police chiefs were asked to explain the nature of the turn-around time problem in more detail, most of them indicated that they felt the fault rested with the city. In one case the city was cited because it did not provide around the clock services; in another, the city arbitrarily (according to the police spokesman) decided to go off-line, a decision which seems ironic, since the computer was originally justified for police use; and in a third, the police

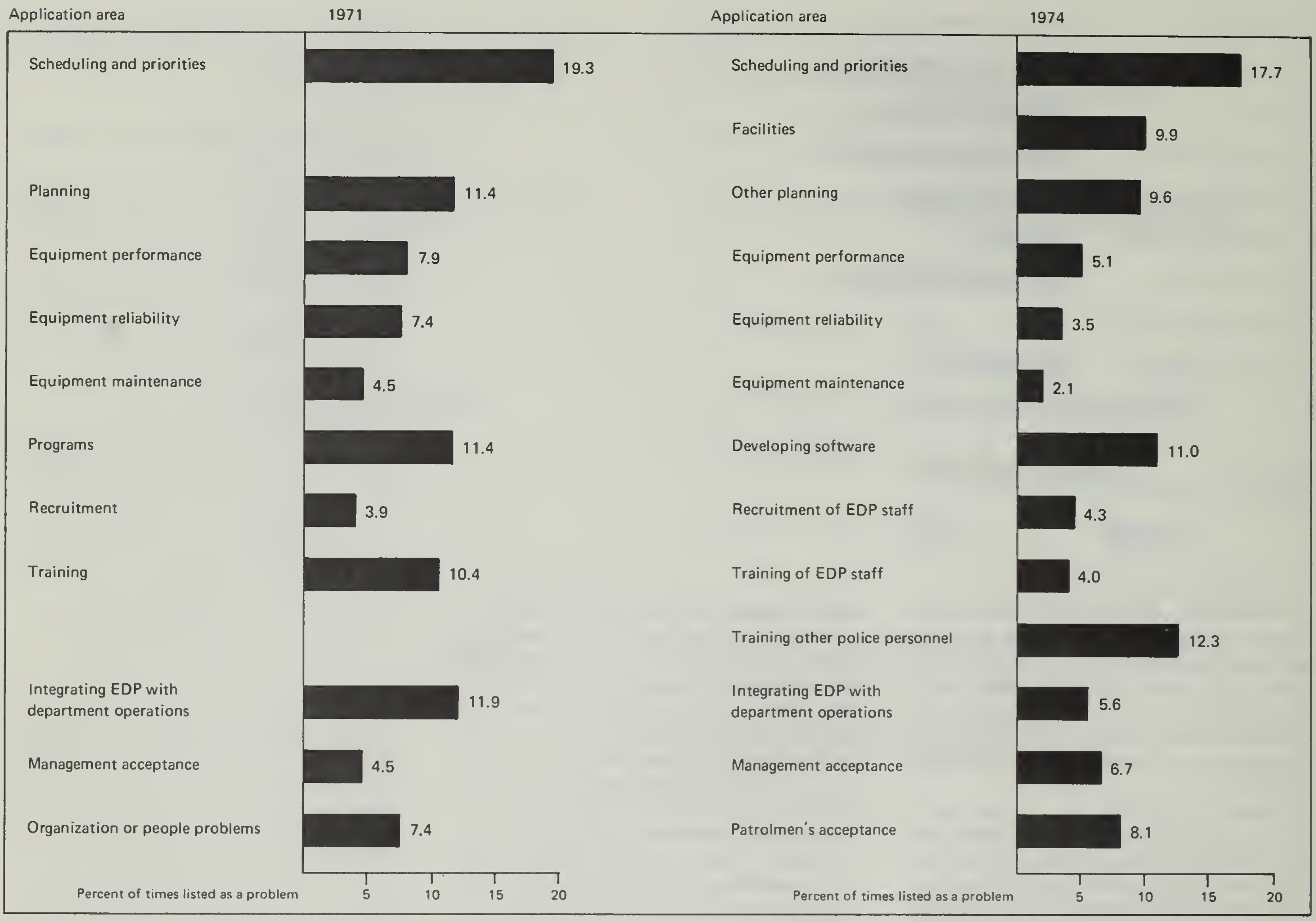


Figure 3/11 *Problems hindering computer operation*

department was given a priority which was too low and the information could not get back to them when they needed it. Several chiefs seemed to believe that the difficulty arose from the fiscal orientation of the city-run computer. Priority was placed on applications which produced revenue for the city and showed the greatest cost-benefit ratio. This goal conflicted with getting "real-time information to the policeman on the street," and, as a consequence, difficulties arose.

To many police, the resolution of this issue is simple and straightforward. As one chief stated, "We must fight very hard for a computer system dedicated solely to the police." Unfortunately, the answer is not that clear-cut, particularly for a smaller city. Costs of a system dedicated solely to the police are often prohibitive, particularly in a city of 250,000 and under in population. In addition, visits to police departments around the country indicate that dedication is not an ultimate panacea. Even when a department owns and controls its system, the problems of downtime are still evident. Further, some of the more successful systems examined exist in a nondedicated environment, whereas some departments with full control over the EDP equipment and staff were found to have made almost no progress since 1967.[15]

Integrating Computer Use with the Operations of the Police Department. Although the question of scheduling and priorities remains somewhat unresolved, some progress has been made since 1971 in several other behavioral aspects of computer use by the police. In 1971 the second most important problem was integrating the computer operation with the rest of the department, but in 1974 this issue seems to have relatively low significance (Figure 3/11).

In many cities the computer has become an integral part of department operations. When asked if he considered the computer essential to his operation, one chief replied, "You bet — I would hate to tackle the job [of running the police department] without it." To another police spokesman the computer was the "greatest thing since fingerprint classification."

Since the police are often considered somewhat resistant to change, it was expected that the mailed survey would reveal fairly widespread resistance to the introduction of computer applications into their daily operations. The telephone interviews seem to indicate that this is not the case, particularly as regards the implementation of structured computer applications.

Most patrol officers have little contact with the operation or output of EDP applications; to such officers the introduction of the computer in most application areas generally is considered neither very significant nor particularly threatening. When the patrol officer does become involved with the computer operation, it is predominantly in connection with a want/warrant or motor vehicle inquiry, or the provision of incident reports. In both these activities the current procedures are similar to those that existed before the computer was installed. However, when a computer is in use, more detailed information may be requested when an officer submits an incident report. In many instances, however, the forms are precoded, so that while the patrol officer provides more data than before, filling out the report takes less time.

Where lack of utilization of computer applications by patrol officers exists, it was felt that such problems could be resolved by in-service training. Most of the chiefs who were interviewed believed that if officers were informed about what the computer was going to do and why, they would be more willing to accept the new system. In fact, in a number of departments the utilization of the inquiry system has been so much greater than expected that the departments have been forced to install additional terminals and terminal operators. For example, when the police patrol and inquiry system was first established in Washington, D.C., police were receiving 22,000 to 23,000 inquiries per month. As the system became more reliable, usage skyrocketed to the point where now 50,000 to 60,000 on-line inquiries are made each week.

However, even though officer acceptance of computer use seems to be progressing favorably, its importance should never be underestimated. Over five years ago the Los Angeles police department designed and implemented an Automated Field Interview Reporting System. The program aided investigation by providing rapid computer access to information on stops and interviews made by police officers in the field. The system was an immediate success. However, after a few years the interview form was redesigned and in the process it became less convenient to place in the pocket. As a result, the officers stopped carrying it, and it was only after the old form was reissued that the system began to function again. Because of form design the system was almost lost. Assuring acceptance and use is often not solely a technical matter; it involves practical behavioral factors such as convenience and comfort as well.

According to the telephone interviews, management's acceptance of the computer appears to be a more difficult problem, since in this area the computer operation is more likely to disrupt the status quo. Most personnel at the middle management and command staff level have been socialized to accept the traditional methods of doing things. New methods introduce an element of uncertainty into their work and may be resisted. As a result, decision making which relies on quantitative data will be counterproductive if management staff are not educated and familiarized with the new technique. As one chief indicated, the biggest problem "is trying to get first-level supervisors to understand what the system offers them and to take advantage of it. The men in the field aren't a problem, it's the supervisors."

Staffing a Police Data Processing Facility. Hiring an adequate EDP staff deserves considerable attention. Several of the chiefs interviewed advised that departments developing an automated information system should concentrate on bringing together a competent EDP staff. Others mentioned the difficulty arising from competing with private industry for good systems analysts and computer personnel, and urged departments to pressure police and city budget bureaus to provide adequate salaries.

An interesting shift seems to have occurred regarding who the police believe should be trained as programmers for a police system. In 1971 sentiment was strongly in favor of training patrol officers as programmers. (As one officer stated, "You can train a police officer to be a computer programmer, but you can never train a programmer to be a police officer.") However, in 1974 the majority of chiefs interviewed indicated that they would rather not have police officers trained as programmers; they would prefer to have a mix of sworn and nonsworn personnel within the EDP staff, with civilian computer experts reporting to a supervising police officer. Many believed that patrol officers were too valuable and too well trained in other matters to be assigned to programming duties. They also believed that civilian employees could probably bring more computer-related skills and expertise into the department than could be imparted to a patrol officer in a quick computer course. As one chief indicated, in general, "analysts should be civilians, and police officers should be police officers and not computer programmers. Civilians can ride along with patrolmen to get a feel for the officer's problems if necessary."

Transferring Computer Technology. One of the most common pieces of advice which the chiefs and their data processing directors offered during the telephone interviews was to "avoid reinventing the wheel." Departments in the planning phase of their computer operation effort were instructed to visit other cities to see what had already been done. Most of the chiefs interviewed had sent some of their personnel to visit at least one of the cities that are considered leaders in the police computer field (e.g., Kansas City, Dallas, Los Angeles, Cincinnati, and St. Louis). The chiefs had stressed, however, that visits should be to cities which have similar demographic characteristics. Most of the departments telephoned indicated a willingness to share whatever programs or expertise they had with other departments. Several departments said that they would send any law enforcement agency the full set of their system documentation as long as the requesting department provided mailing and copying costs.

Even with this attitude of cooperation, the process of technology transfer seems to be proceeding at a very slow rate. One reason may be the lack of formal mechanism for transfer. Commerical vendors who have a vested interest in making implementation look easy often visit police departments to discuss technology. There is a need for objective advice and technical assistance to police departments (perhaps by a government agency such as LEAA) to increase understanding of computer technology and its possible applications.

Differences in Implementing Structured and Unstructured Police Computer Uses. Some important differences appear in the experience to date between implementing structured police computer applications and implementing unstructured ones.

Many police operations are particularly suited to computer processing, especially those routine or structured types of applications in which the storage of and rapid access to large amounts of information is desired. These include police patrol and inquiry, traffic, criminal statistics, and police administration — the four top areas in terms of number of applications currently in use (Figure 3/7). They are expected to remain high in the future. Although the level of success in their implementation varies somewhat from department to department, these variances normally can be attributed to internal departmental factors. Generally, the overall success level is positive, and the use of the computer is well integrated into the operations of the department.

In contrast, the implementation of unstructured computer applications is far more mixed. Unstructured areas often involve initiating a new process or way of behavior in the department. Computer-assisted resource allocation may mean a new means of decision making in deployment and a significant change in the current beat structure; computer-aided dispatch may alter the criteria by which a dispatcher decides which car will be sent to respond to a call, or it may provide central headquarters with new information regarding a police officer's behavior and activity while on duty. Criminal investigation applications may alter the detective's job and the approach towards law enforcement investigation.

In addition, the process of implementing computer use in unstructured areas is not purely a quantitative one. A number of qualitative considerations arise. In a recent article in *Technology Review,* Larson outlined some of these:

> First, objectives, performance criteria, and constraints for these systems are very difficult to isolate and design. One may state as an objective for public safety systems the "efficient, effective, and equitable distribution of quality emergency service, within reasonable budget constraints." But it is hard to transform such sweeping statements into performance criteria that . . . are easily measured. . . . Moreover, objectives for an urban public service may vary between administrators, operatives, and consumers. . . . One soon begins to realize that a popular word in operations research, optimization, often bears little relevance to the operational realities of governmental service systems, primarily because of the difficulties in defining objectives and constraints.
>
> Second, as system objectives are poorly defined so too are measures of system productivity. . . . Because productivity measures are lacking, those forces that would tend to favor the status quo within an urban public safety system often prevail. The alternative of "no change" while it assures that visible failure will not occur, makes visible progress more difficult to achieve.
>
> Third, with their civil service orientation, these systems have tended to be insular, fraternal, and staffed with career employees whose average formal education often stops with high school. . . . Implementation in governmental service, in contrast with their industrial counterparts, must be viewed as a multi-year process.
>
> [And finally], the operational behavior of urban public safety systems is complex and, at this time, poorly understood.[16]

Because unstructured computer use is far more complex than structured use, progress is often slow. To date, the long-run use and implementation of such applications by police departments is still uncertain. This is particularly true in the area of computer-aided dispatch and criminal investigation, and the data presented earlier emphasize that in these areas reality has lagged far behind initial expectations. Even in the rapidly growing area of resource allocation it is still questionable as to how well integrated into the operations of police departments such uses have become. Whereas police patrol and inquiry applications have become an integrated part of day-to-day police operations, it is still uncertain as to whether unstructured applications will gain acceptance and use in the long run and, if they do, what their impact will be. The actual feasibility and utility of such unstructured applications is still untested.

In response to the mailed survey, 63 departments (42% of all computer users) indicated that they are using a computer for police patrol allocation and distribution (use of police service information to automatically predict crime levels, establish beat boundaries, and distribute department resources). Another 97 departments (64%) indicated that they have an application for police service analysis (information on type of call, location, time, arrest, etc.). However, there is a difference between having an application and actually using it. A closer look is therefore required, and although this article can only begin to raise questions and point out issues, in order to start such a process the state of implementation in the largest unstructured application area, resource allocation, is examined.

Resource Allocation. It has already been pointed out that computer use for resource allocation experienced a significant growth between 1971 and 1974, and that this was the only application area in which the number of applications actually implemented between 1971 and 1974 exceeded the number predicted in 1971. What does this mean? Because further information was needed on how police departments around the country made decisions for manpower deployment, departments were requested to characterize their resource allocation process. One hundred and forty-seven departments responded. Seventy of these departments (48%) indicated that they use no mathematical technique in making decisions on how best to deploy their patrol force (Figure 3/12). Fifty departments (34%) indicated that they rely on some version of a hazard or quantitative formula for distributing resources.[17] Only 27 of the responding departments (18%) indicated that they use what is termed an advanced mathematical method, such as a computer simulation or another computer-aided resource allocation approach.[18]

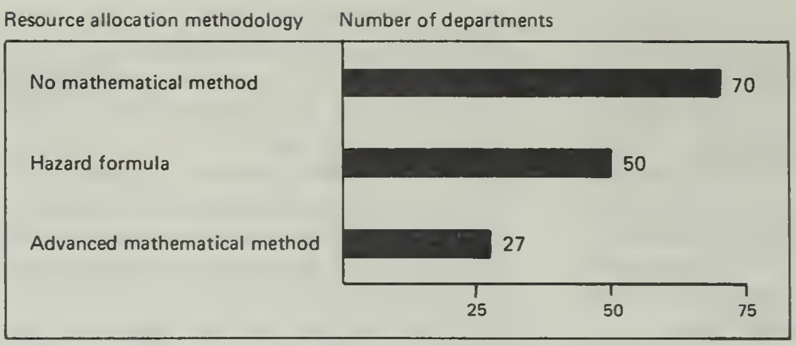


Figure 3/12 *Resource allocation method*

Table 3/6 RESOURCE ALLOCATION METHOD AS IT COMPARES TO USE OF POLICE SERVICE ANALYSIS AND POLICE PATROL AND DISTRIBUTION COMPUTER APPLICATIONS

Resource allocation methodology	No. of departments reporting (A)	Departments having police service analysis application No.	% (A)	Departments having police patrol allocation and distribution applications No.	% of (A)
Number of departments using "no mathematical method"	70	42	60.0	20	28.5
Number of departments using "hazard formula"	50	37	74.0	27	54.0
Number of departments using an advanced mathematical method	27	22	81.4	17	63.0

This information initially appears to indicate that comparatively little use is being made of quantitative information and statistics by the police. Although one-third of the departments utilize hazard formulas, such formulas are often outmoded and have remained unchanged for years. In addition, a surprisingly large number of departments — almost half — indicated that they are not using a mathematical method. How do these numbers relate to earlier data on the growth of resource allocation computer applications? It was found that even in those cities which report that they are not using a mathematical method, more than half (60%) are using a computer to collect and store information for police service analysis (Table 3/6). In other words, although in some of the cities resources are still undoubtedly distributed on the basis of political considerations or intuitive judgment, there is strong evidence suggesting that many of the cities are actually using quantitative information for decision making, but in a more informal context. This seems to be confirmed by the telephone interviews. A number of departments stress the importance of using computer-provided data to analyze work load and deploy forces. However, very few are actually using a rigorous mathematical formula or technique.

While advanced mathematical methods may look good on paper and may work for short periods, in reality they are extremely difficult to maintain and utilize in the long run. Consequently, they are often abandoned, at least in part. One of the best illustrations of this is the St. Louis police department, one of the early pioneer departments in the area of resource allocation.[19]

Resource allocation efforts in St. Louis began as early as 1966, and in 1970 the police department began to use its deployment program city-wide. However, four years later many of the formal aspects of the project were dropped. Revised beat structures for a police district are still run on occasion, but since it was found that the need for a beat change occurs far less often than expected, runs are made only on request by a district commander. In fact, requests are seldom made.

However, to say that resource allocation in St. Louis has failed would be far from the truth. Clearly, the overall philosophy of resource allocation is accepted in the St. Louis department. One respondent stated, "Resource allocation is not a mathematical model, it's a tactic, a way of doing business." To him, the specific formula or algorithm is far less important than the basic philosophy or approach. The St. Louis police department has returned to a simpler, less formal procedure, and while it has generally abandoned the widespread use of a specific technique, it has not abandoned resource allocation.

What does this mean as regards implementing computerized resource allocation applications? Four conclusions may be drawn. First, there is no simple set of criteria which may be used to allocate police resources. As a result, there cannot be one ideal mathematical model; instead, a number of criteria must be utilized and stressed depending on the department, the philosophy of police work being stressed, etc. Second, there is an increased use of quantitative information and data, but only a very limited use of specific algorithms or formulas, particularly in the long run. On the basis of field experience, it is expected that this trend will continue. Third, although in the long run many of the efforts to implement specific techniques or formulas for patrol deployment may falter, and although there is still not enough evidence to fully weigh the costs and benefits, in some cases there are definite advantages in undertaking such endeavors. In St. Louis, for example, significant alterations have occurred in patrol force utilization since the efforts to revamp their resource allocation approach began in the mid-1960s. Such changes would not have occurred without technological innovation. And fourth, in implementing such unstructured applications the organizational and behavioral factors become especially important. In the April 1972 Urban Data Service Report based on the 1971 survey, five factors were listed as being particularly important in determining the differences between those departments that were unmistakably successful in their use of computers and those in which computer use fell short of expectations. They were:

1. Involvement and quality of leadership at the top
2. Involvement of other police personnel (and ability to bridge the gap between EDP and police)
3. Basic approach and establishment of priorities
4. Caliber of computer systems and technical staff
5. Emphasis placed on human-computer interaction.

These same factors still seem to be critical in determining successful computer use, particularly for unstructured applications. In addition, a sixth important factor has been identified: continuity in personnel and purpose over the years.[20]

CONCLUSION

In evaluating the success or failure of computer use by the police, at least four application levels may be considered, as follows:

1. First, does the computer application "work" — that is, does it stay in operation over time?
2. Second, does the application do what those who were responsible for implementing it said it would do (e.g., does it get information back to the officers in the field in seven seconds, or does it allow response to 95% of the calls without delay)?
3. Third, in a narrow sense, has the application proved effective — that is, has police output or performance increased as a result of the computer application (for example, has the number of arrests or of recovered stolen cars increased, has the application increased revenues to the city by establishing an automated process of billing and collecting for parking tickets, and has the response time for calls for service decreased)?
4. And fourth, has the computer application improved police service in a broader sense (e.g., has it brought a reduction in the crime rate and in the number of traffic accidents, has it improved the overall satisfaction of citizens with police service, etc.)? (In many ways, this is the most important area but also the most difficult, since trying to establish causal relationships between the use of the computer and, for example, a reduction in the crime rate is difficult if not impossible.)

Unfortunately, data are not available for evaluating all of the various computer applications against each of these criteria. Such evaluation should be the intent of more detailed work. However, on the basis of the two mailed surveys, the phone interviews, and the field work, some impressions or hypotheses about the impact of computer use may be made. These impressions and hypotheses are examined as they relate to structured computer applications and to unstructured uses.

Although success still varies greatly from department to department, structured applications: (1) generally work (numerous police patrol and inquiry applications and crime statistical files are in operation around the country today); (2) generally have done what their sponsors said they would do (seven-second retrieval to the man in the street in Kansas City and Los Angeles has been a reality for several years); and (3) in a narrow sense, have proven to be cost effective. Although full-scale analyses of costs and benefits were not surveyed, the 1971 study presented numerous illustrations of the narrow effectiveness of such applications. (For example, in Tulsa, Oklahoma, it was estimated that an additional $180,000 of revenue was brought in as a result of the first year's operation of a new automated traffic citation system. In Long Beach, California, membership in an automated want/warrant system in the Los Angeles area brought an increase in the number of warrant arrests in 1970 of 31.5% over those in 1969. In Kansas City, Missouri, the number of inquiries per police officer concerning stolen cars or wanted persons rose from 36 in January 1970 to 90 by May 1971. And in Oakland, California, with the installation of digital computer terminals in half the cars in the city in 1971 and 1972, units with terminals in their cars were found to make more than seven times as many information requests as did the units without terminals, to receive more than three times as many "possible hits," and to be almost three times as effective in the area of warrant arrests and vehicle recoveries.)

However, the results of the broader impacts of structured computer applications are much less straightforward. Clearly, a number of positive impacts have resulted, but some unexpected implications have also surfaced — for example, the potential manpower drain resulting from overaccentuating car stops. Further, questions of privacy loom dominant as a large area of potential impact which still remains unresolved. Overall, the success to date of structured applications is relatively straightforward, and, with the exception of unresolved privacy issues, the results are generally positive.

The results of unstructured computer applications were far less clear in 1971, and in 1974 the situation is much the same. A sharp increase between 1971 and 1974 was predicted for computer-aided dispatch and criminal investigation. Such sharp increases did not occur. Among the unstructured application areas, only resource allocation experienced a serious use, either in an absolute sense or on the basis of the increase between 1971 and 1974. However, resource allocation applications often are working in a very different sense from that originally intended. In St. Louis, for example, the philosophy of resource allocation has caught on, but the actual computer model is seldom used. In Los Angeles the ADAM system was basically abandoned as a deployment strategy, both because it was at odds with team policing and because it was less successful than originally anticipated. A number of police departments are certainly using data provided to them by the computer to make deployment decisions, but it appears that only a few are utilizing advanced mathematical or operations research techniques to do so. Results would seem, also, to point to certain other considerations. When implementing such unstructured applications, it is important that a police department not lose sight of certain unintended potential consequences. In particular, it is important to keep in mind that the real solutions to the basic issues which face the police will not come about through hardware efforts alone. At some point these questions must be faced and resolved at the more basic policy, people-to-people level.

In conclusion, an analogy between the computer and human nature seems appropriate. A person's greatest strengths are often closely related to his greatest weaknesses. An aggressive, forceful person may achieve success as a result of his dynamic personality; but he may also alienate many because of his strong and single-sighted approach. His greatest strength — being forceful and dynamic — is closely related to his greatest weakness — being overpowering, threatening, and alienating.

Such is the case with computer use by the police. There is a great strength and potential in using computers to aid in the more effective enforcement of the law through rapid communication and a more rational, structured approach to decision making. On the other hand, these very benefits, if not properly controlled or planned, may result in misuse, unintended consequences, wasted resources, and unmet expectations. Expanded computer use by the police is now at a crucial point — a point which requires careful consideration, so that the strengths can be judiciously marshaled and weaknesses and potential risks prudently forestalled.

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[1] See, for example, Lawyers Committee for Civil Rights under Law, *Law and Disorder III: State and Federal Performance under Title I of the Omnibus Crime Control and Safe Streets Act of 1968* (Washington, D.C.:

Lawyers Committee for Civil Rights under Law, 1972), particularly pp. 41-57.

[2] See Kent W. Colton, *Use of Computers by Police: Patterns of Success and Failure,* Urban Data Service Report, Vol. 4 No. 4 (Washington, D.C.: International City Management Association, April 1972); and Kent W. Colton, "Police and Computers: Use, Acceptance, and Impact of Automation," in *The Municipal Year Book 1972* (Washington, D.C.: International City Management Association, 1972), pp. 119-36.

[3] All cities with a population 50,000 and over were surveyed, along with a sample of cities 25,000 to 49,999.

[4] Eighty-two responding jurisdictions met the criteria of having a population of 100,000 or over and of indicating that they were currently using EDP equipment for police functions. These cities were stratified according to geographic location, and 28, or approximately one-third, were selected at random for the telephone interviews.

[5] A discussion of computer system impact as indicated by the results of this survey can be found in the following Urban Data Service Report based on the same survey: Kent W. Colton, *Computers and the Police: Police Departments and the New Information Technology,* Urban Data Service Report, Vol. 6 No. 11 (Washington, D.C.: International City Management Association, November 1974). More detailed research on the impact of these systems is currently under way as a part of the Innovative Resource Planning Project at Massachusetts Institute of Technology (M.I.T.), founded by NSF-RANN (National Science Foundation-Research Applied to National Needs). In that work an effort is being made to document a variety of cases in which new information technologies have been tried and to follow their implementation, problems, and impact. Cases will be drawn from two police application areas: resource allocation and computer-aided dispatch.

[6] Real-time or on-line access refers to direct access, through a terminal, to computer files at any time so that all inquiries will receive almost immediate response (for example, real-time access to a file of stolen vehicles through a video display terminal).

[7] The 24 application choices for the 1974 survey were nearly identical with the list of 22 presented to the departments in the 1971 questionnaire. One difference was that the application "traffic patrol and distribution" was added. This application was included to enable the authors to distinguish between the use of computers for traffic force and patrol force resource allocation.

[8] In Figure 3/3 geographic location files are shown as a part of computer-aided dispatch because the development of such a base file is essential to any locational system. However, when totaling the number of applications in the computer-aided dispatch area, the number of geographic location files was *not* included.

[9] The distinction between "structured" and "unstructured" problems related to computer applications first came to the author's attention in G. Anthony Gorry and Michael S. S. Morton, "Management Decision Systems: A Framework for Management Information Systems," Working Paper Number 458-70, Alfred P. Sloan School of Management, Massachusetts Institute of Technology, April 1970. The terms "programmed" and "unprogrammed" have also been used by Herbert A. Simon in *The Science of Management Decision* (New York: Harper & Row, 1960), p. 6, to draw a similar distinction.

[10] For greater information concerning police patrol and inquiry applications, see Colton, *Use of Computers by Police.*

[11] It should be noted that, in interpreting the various figures and tables concerning computer use, the police administration area has a special advantage. Five applications are included in that area, whereas in most others there are only three (Figure 3/3). As a result, the tables for police administration are unfairly weighted on the high side.

[12] Respondents were asked to indicate which three applications they considered the most significant.

[13] There has been little actual experience with computer-aided dispatch and automatic vehicle monitoring systems to date. The most advanced such experiment in a large city police department is currently in operation in the St. Louis Third District, to constantly track and display the location of 25 cars on a map of the city found on a television-like terminal at the dispatch center. If the experiment works technically, it will ultimately be extended over the entire city starting in the first half of 1975.

[14] On closer examination it became apparent that problems in developing software in many cases referred to the departments' inability to get adequate programmer time from the city for the development of the software programs that the police most wanted. In other words, this response was closely related to scheduling and priorities, and in many cases was another manifestation of conflict between the police and the city EDP staff over priorities.

[15] See Kent W. Colton, "The Dedicated Police Computer — Does It Really Make a Difference?" *The Bureaucrat* 1 (Winter 1972): 357-65.

[16] See Richard C. Larson, "Resource Planning for Urban Public Safety Systems," *Technology Review* 76 (June 1974): 20-29.

[17] A hazard formula identifies a series of factors which are felt to be significant in determining the demand for police patrol service. Generally, an attempt is then made to deploy patrol units so that each sector has about the same hazard values. Most departments simply determine the anticipated work load, but a number of departments have more sophisticated approaches which entail the computation of total service times or consider a number of additional factors. Some of the most commonly used factors in calculating the hazard value of an area include the number of crimes against persons, total of all crimes, calls for service, population, juvenile delinquency, accidents and aided cases, school crossings, and licensed premises.

[18] Length does not permit a complete discussion in this report of the various resource allocation approaches and methods which have been developed and in some cases tried over the last several years. Some of these are highlighted in Colton, *Use of Computers by Police.* Some of the most promising experimentation is being done under the sponsorship of the NSF-RANN Innovative Resource Planning Project at M.I.T., mentioned earlier. Under the direction of Professor Richard C. Larson, an allocation and simulation model has been designed to address the basic questions of police deployment. The method requires police administrators to specify a number of policy objectives for each command area or beat. These are stated in terms of constraints. Objectives can involve average response time to a call, preventive patrol, equality of work load, or a variety of other factors that might be deemed important. The procedure determines the minimum number of units required for each beat, so that all objectives are fulfilled. If the total number of units to be allocated is insufficient to satisfy objectives, then the method computes the deficiency and requires a more modest set of objectives. If there are additional units to allocate beyond those needed solely to satisfy constraints, they are deployed by using a mathematical optimization technique known as "dynamic programming" in order to fulfill certain city-wide objectives (for instance, minimization of average overall waiting time for dispatch). For a more complete explanation of this work and a further bibliography, the reader is advised to see Larson, "Resource Planning for Urban Public Safety Systems."

[19] For a more complete description of the St. Louis resource allocation experiment, see Colton, *Use of Computers by Police,* pp. 12-13.

[20] It was mentioned earlier that case studies are being carried out as a part of the NSF-RANN Innovative Resource Planning Project. One of the purposes of these will be to try to test the importance, significance, and interrelationship of these six factors.

Table 3/7 APPLICATION OF AUTOMATED DATA PROCESSING IN POLICE DEPARTMENTS: 1974

Data for 325 municipalities of 50,000 and over in population are presented in this table. The data were collected in the spring of 1974.

Use computer, date established, used in past, plan to use, plan on LEAA aid: left, "Y" or "N" indicates whether municipality is currently using a computer in the police department (not to include simply having access to national [NCIC] or state computer applications). If "Y," next is shown the year computer operations were established. If "N," the following are shown next, in this order: whether department ever had computer facilities in the past; whether municipality plans to use a computer within the next three years; if planning to use a computer in the near future, whether municipality hopes to receive aid from U.S. Law Enforcement Assistance Administration (LEAA) in developing its use ("Y" for yes, "N" for no, "U" for uncertain).

Received LEAA money, LEAA made a difference, total EDP budget: left, indicates whether department has received money from LEAA to aid in the use of computers by department; next, indicates whether LEAA aid and funds have made a difference in use of computer in department (see key); right, shows department's total data processing budget for last budget year.

Applications where computer used: indicates applications where computer (EDP equipment) is currently being used (see key).

Aspects of operations where difficulties experienced: indicates which aspects of computer operations the department has experienced difficulties with (see key).

Leaders (. . .) indicate data either not applicable or not reported.

KEY

LEAA made a difference

1 — Yes, we would not have had a computer without assistance
2 — Yes, our computer efforts would have been smaller without assistance
3 — Uncertain
4 — No, our computer use would have been the same
5 — Other

Applications

Police patrol and inquiry (A–C)

A — Warrant file (file of wanted persons, bench warrants, etc.)
B — Stolen property file (file of stolen autos, guns, other)
C — Vehicle registration file (information on registered vehicles)

Traffic (D–G)

D — Traffic accident file (information on nature of accident, who, etc.)
E — Traffic citation file (citations, court docket preparation, disposition)
F — Parking violation file (violations, collections)
G — Traffic patrol allocation and distribution (use of traffic information to analyze traffic problems, establish beats for traffic patrol, and distribute department resources)

Miscellaneous operations (H–I)

H — Intelligence compilations file (information on organized activities, etc.)
I — Jail arrests (information on who was booked, time, disposition)

Computer-aided dispatch (J–K)

J — Computer-aided dispatching
K — Geographic location file (computer "geographic map" for dispatching, analysis, etc.)

Criminal investigation (L–N)

L — Field interrogation report file (field reports on suspicious persons, etc.)
M — Modus operandi file (criminal patterns)
N — Automated fingerprint searching

Crime statistical files (O–Q)

O — Criminal offense file (including information on type of crime, where, when, etc.)
P — Criminal arrest file (including information on type of crime, where, when, etc.)
Q — Juvenile criminal activity (who, where, type of crime)

Police administration (R–V)

R — Personnel records
S — Budget analysis and forecasting (PPBS system)
T — Inventory control file (information on police inventory)
U — Vehicle fleet maintenance (accounting for police vehicles)
V — Payroll preparation

Resource allocation (W–X)

W — Police service analysis (information on type of call, location, time, arrest, etc.)
X — Police patrol allocation and distribution (other than traffic, use of police service information to automatically predict crime level, establish beat boundary, distribute department resources, etc.)

Difficulties experienced

Planning (A–C)

A — Scheduling and priorities (determining what applications will be implemented and priority and scheduling for this)
B — Facilities (problems concerned with physical plant, remodeling, location of equipment, etc.)
C — Other difficulties

Equipment/software development (D–H)

D — Equipment performance
E — Equipment reliability
F — Equipment maintenance
G — Developing software programs
H — Other difficulties

Recruitment and training (I–L)

I — Recruitment of EDP staff
J — Training of EDP staff
K — Training of other police personnel (in regard to computer operations)
L — Other difficulties

User and management acceptance (M–P)

M — Integrating operations with rest of department
N — Management acceptance of computer operations
O — Patrol officers' acceptance of computer operations
P — Other difficulties

City, state	Use computer, date established, used in past, plan to use, plan on LEAA aid	Received LEAA money, LEAA made a difference, total EDP budget	Applications where computer used	Aspects of operations where difficulties experienced
Over 1,000,000				
Chicago, Ill.	Y-61	Y-2-6,452,845	A,B,C,D,E,F,G,O,P,Q,R,T,U,V,W,X	A,B,G,I,K,M
Houston, Tex.	Y-69	N-..-2,678,436	B,C,D,E,F,K,O,P,Q,U,V	. . .
Los Angeles, Calif.	Y-68	Y-2-2,224,884	A,B,C,D,I,L,M,O,P,Q,R,S,T,U,V,X	B,D,E,F,G
Philadelphia, Pa.	Y-66	Y-4-725,000	A,B,D,F,G,I,O,P,Q,R,T,U,V	A,B,G,I,J,K
500,000 – 1,000,000				
Baltimore, Md.	Y-68	N-4-468,715	C,K,O,P,Q,W,X	C,I,J
Boston, Mass.	Y-68	Y-2-...	A,B,F,H,K,L,O,P,R,W	B,G,I,J,K,N,O,P
Cleveland, Ohio	Y-67	Y-2-...	A,B,C,F,I,K,M,O,P,Q,R,T,U,V	G,M
Columbus, Ohio	Y-69	Y-3-202,000	A,B,C,D,O,P,Q,W	C,G
Dallas, Tex.	Y-69	N-3-...	A,B,C,D,E,F,G,H,I,J,K,L,O,P,Q,R,U	A,G,K,O
Denver, Colo.	Y-71	Y-2-167,508	A,B,C,D,E,F,G,H,I,L,O,P,Q,R,U	C
Honolulu, Hawaii	Y-67	Y-2-...	A,B,C,D,G,O,P,Q,R,V,W,X	A,B,C
Indianapolis, Ind.	Y-65	Y-4-960,993	A,B,C,D,E,F,G,K,O,P,Q,R,W	A,H,I,P

Table 3/7 continued APPLICATION OF AUTOMATED DATA PROCESSING IN POLICE DEPARTMENTS: 1974

City, state	Use computer, date established, used in past, plan to use, plan on LEAA aid	Received LEAA money, LEAA made a difference, total EDP budget	Applications where computer used	Aspects of operations where difficulties experienced
500,000 – 1,000,000 continued				
Jacksonville, Fla.	Y-70	Y-2-330,552	D,E,G,I,J,K,O,P,R,V,W,X	A,B,E,K,M,O
Kansas City, Mo.	Y-..	Y-2-...	A,B,C,D,E,F,K,L,N,O,P,Q,S,T,U,V,W,X	. . .
Memphis, Tenn.	Y-72	Y-5-384,120	A,C,D,O,P,R,T,U,W	A,D,I
New Orleans, La.	Y-55	Y-4-625,000	A,B,C,D,E,F,I,K,L,N,O,P,Q,V,W	B,I,J,K
Phoenix, Ariz.	Y-66	Y-2-427,957	A,B,C,E,F,I,O,P,Q,W	C,M,N
St. Louis, Mo.	Y-64	Y-2-1,775,526	A,B,C,D,E,F,G,H,I,L,O,P,Q,R,S,T,U,W,X	A,K,N,O
San Diego, Calif.	Y-67	N-..-180,265	A,B,D,E,G,I,O,W,X	A,G,I
Seattle, Wash.	Y-70	Y-1-380,700	A,B,G,J,N,W,X	A,B,C,D,E,F,G,H,O
Washington, D.C.	Y-68	Y-2-2,263,386	A,B,C,O,P,R,U,W	B,E,H,I,K,L,M,N,O
250,000 – 499,999				
Akron, Ohio	Y-68	N-..-...	D,E,P	G,L
Atlanta, Ga.	Y-69	Y-2-...	A,B,C,D,E,G,O,P,Q,R,S,U,V	A,G,M
Austin, Tex.	Y-67	N-..-138,353	A,B,C,D,E,F,L,O,P,Q,W	. . .
Birmingham, Ala.	N-N-Y-Y	..-..-...	. . .	. . .
Buffalo, N.Y.	Y-68	Y-2-...	All	. . .
Cincinnati, Ohio	Y-67	Y-2-1,551,000	A,B,C,D,F,G,I,O,P,V,W,X	A,M
El Paso, Tex.	N-N-Y-N	..-..-...	. . .	. . .
Fort Worth, Tex.	Y-64	..-..-...	A,B,C,D,E,F,I,O,P,R,S,V,W	A,J,K,O
Jersey City, N.J.	N-N-Y-Y	..-..-...	. . .	. . .
Long Beach, Calif.	Y-66	Y-2-501,200	A,B,C,D,E,G,L	D,E,F,G,I,J,K,M,N,O
Louisville, Ky.	Y-68	Y-4-...	A,C,D,E,F,G,I,J,M,O,P,Q,R,S,T,U,V,W	A,B,C,J,K,O
Miami, Fla.	Y-71	Y-2-207,000	H,K,M,N,O,P,R,V,W	A,B,G,K,M
Minneapolis, Minn.	Y-64	N-4-15,000	B,O,P,R,T,U,V	B,I,N
Nashville-Davidson, Tenn.	Y-71	Y-1-403,000	A,B,D,E,F,G,I,K,L,M,O,P,R,S,U,W,X	. . .
Norfolk, Va.	Y-69	Y-2-...	A,B,C,E,F,G,I,L,N.O,P,Q,R,U,V,W,X	N,O
Oakland, Calif.	Y-..	Y-2-78,500	A,B,C,D,E,H,I,J,L,M,N,O,P,Q,R,T,V,W	A,D,E,F,G,P
Omaha, Neb.	Y-69	Y-2-...	A,B,C,D,E,F,O,P,Q	A,K,O
Portland, Ore.	Y-65	Y-2-548,785	A,D,G,K,L,M,O,P,Q,V,W,X	B,C,D,E,H,K
Rochester, N.Y.	Y-68	Y-2-91,000	A,B,C,D,E,G,I,O,P,W,X	. . .
Sacramento, Calif.	Y-72	Y-2-95,235	D,E,G,I,L,N,O,P,U,V	A,B,C,L
St. Paul, Minn.	Y-72	Y-1-331,000	A,B,D,H,K,O,P,Q,W	C,I
Tampa, Fla.	Y-67	N-4-675,000	B,C,D,E,F,G,O,P,Q,R,S,T,U,V,W	A,C,D,E,N,O
Toledo, Ohio	Y-64	Y-3-51,280	C,D,F,O,P,Q,R,U,V	B,C,H,L,P
Tucson, Ariz.	Y-68	Y-1-344,681	A,C,F,G,I,O,P,Q,W	A,I
Tulsa, Okla.	Y-70	Y-1-58,000	A,E,F,N	A,G,P
100,000 – 249,999				
Albuquerque, N.M.	Y-66	..-..-...	A,B,C,H,J,O,R,S,T,U,V,W	. . .
Alexandria, Va.	Y-71	Y-2-...	A,W	C,H,L,M,O
Allentown, Pa.	N-N-U-U	..-..-...	. . .	. . .
Amarillo, Tex.	Y-53	N-3-250,000	D,E,G,I,O,P,Q,R,S,T,U,V	A,J,N
Arlington, Va.	Y-66	N-3-46,665	A,B,C,F,G,I,K,O,P,R,U,V,W,X	A,G,M
Beaumont, Tex.	N-N-U-Y	..-..-...	. . .	. . .
Berkeley, Calif.	Y-73	Y-4-...	A,B,C,E,F,G,I,N,O,W	A,B,C,K
Cambridge, Mass.	N-N-Y-Y	..-..-...	. . .	. . .
Camden, N.J.	N-N-Y-N	..-..-...	. . .	. . .
Canton, Ohio	N-N-Y-Y	..-..-...	. . .	. . .
Cedar Rapids, Iowa	N-N-U-Y	..-..-...	. . .	. . .
Charlotte, N.C.	Y-67	N-4-...	A,B,C,D,E,F,G,O,P,Q,R,S,T,U,V,W	A,B,K,M,N
Chattanooga, Tenn.	Y-69	N-..-48,500	. . .	. . .
Colorado Springs, Colo.	Y-71	Y-4-41,000	A,B,D,E,I,M,O,P,Q,W	B,C,K,O
Columbia, S.C.	Y-65	N-..-103,000	D,F,U,V	. . .
Columbus, Ga.	Y-71	Y-2-...	A,R,V,W,X	K
Corpus Christi, Tex.	Y-71	Y-1-1,170,000	A,B,H,I,J,V	A,B,F,G
Dayton, Ohio	Y-69	Y-2-...	A,F,I,K,N,O,P,W,X	A,C,N,O
Dearborn, Mich.	N-N-U-U	..-..-...	. . .	. . .
Des Moines, Iowa	Y-71	Y-2-195,000	A,B,C,E,F,O,P,Q,U,V,W,X	. . .
Duluth, Minn.	N-N-U-U	..-..-...	. . .	. . .
Elizabeth, N.J.	N-N-U-Y	..-..-...	. . .	. . .
Erie, Pa.	N-N-Y-Y	..-..-...	. . .	. . .
Evansville, Ind.	N-N-Y-Y	..-..-...	. . .	. . .
Flint, Mich.	N-N-Y-Y	..-..-...	. . .	. . .
Fort Lauderdale, Fla.	Y-66	N-..-...	D,E,I,O,P,S,W	A,I
Fremont, Calif.	Y-66	N-5-31,698	A,B,C,D,G,I,O,P,T,V,W,X	A,G
Fresno, Calif.	Y-68	N-..-...	D,H,N,O,P,Q,V	A,C
Garden Grove, Calif.	N-Y-Y-U	..-..-...	. . .	. . .
Glendale, Calif.	Y-74	Y-1-155,000	D,E,F,G,I,J,O,P,Q,R,W,X	. . .
Greensboro, N.C.	Y-66	Y-3-95,000	B,C,D,E,F,I,O,P,Q,R,U,V	A
Hampton, Va.	Y-73	..-..-...	D,O,P,Q	. . .
Hartford, Conn.	Y-72	N-5-...	A,B,C,D,G,I,J,K,O,P,Q,R,T,W,X	. . .
Hialeah, Fla.	Y-..	N-5-...	A,B,C,D,E,G,M,O,P,W,X	B,D,K
Hollywood, Fla.	Y-70	N-4-...	D,E,G,I,K,L,M,O,P,Q,R,W,X	A,B,N,O
Huntington Beach, Calif.	Y-73	Y-2-...	A,B,C,D,E,J,M,O,Q,R,U,V	E
Independence, Mo.	Y-69	N-5-...	A,B,C,F,H,P	D,K,O
Jackson, Miss.	Y-73	N-5-344,574	D,E,F	B,G
Kansas City, Kan.	Y-72	Y-2-123,300	A,B,C,D,E,F,I,O,P,Q,W,X	M

Table 3/7 continued APPLICATION OF AUTOMATED DATA PROCESSING IN POLICE DEPARTMENTS: 1974

City, state	Use computer, date established, used in past, plan to use, plan on LEAA aid	Received LEAA money, LEAA made a difference, total EDP budget	Applications where computer used	Aspects of operations where difficulties experienced
100,000 – 249,999 continued				
Knoxville, Tenn.	N-Y-Y-Y	..-..-...	. . .	. . .
Las Vegas, Nev.	Y-64	Y-2-1,217,714	A,B,C,E,G,H,I,K,O,P,U,V,W,X	B,D,E,G,J
Lexington, Ky.	Y-66	N-4-...	K,R,V,W,X	A,B,H
Lincoln, Neb.	N-N-Y-Y	..-..-...	. . .	. . .
Little Rock, Ark.	Y-73	Y-1-502,B51	A,B,C,D,E,F,G,I,O,P,U,W,X	E
Lubbock, Tex.	N-N-U-U	..-..-...	. . .	. . .
Madison, Wis.	Y-69	Y-2-411,000	A,B,C,E,F,G	A,C,G,K,M
Mobile, Ala.	Y-64	Y-..-35,370	A,B,C,E,F,T,U,V	. . .
Montgomery, Ala.	N-N-U-Y	..-..-...	. . .	. . .
New Bedford, Mass.	N-N-U-Y	..-..-...	. . .	. . .
New Haven, Conn.	Y-70	Y-1-373,752	A,C,D,F,G,L,O,P,W	A,D,G,J,K
Newport News, Va.	Y-70	Y-4-24,000	A,B,C,E,G,H,I,K,L,M,N,O,P,Q,S,V,W,X	K,O
Pasadena, Calif.	Y-72	N-3-92,000	A,B,C,G,O,P,V,W,X	C,G,H,K,M,N,O
Peoria, Ill.	Y-70	Y-2-...	A,B,C,D,E,F,I,O,P,Q,R,V,W,X	J,K,M,N
Portsmouth, Va.	Y-71	Y-2-...	E,F,T,W	A,G,I
Raleigh, N.C.	Y-65	..-4-...	D,E,K,O,P,T,U	. . .
Richmond, Va.	Y-69	N-..-83,658	A,C,D,E,F,G,K,M,O,P,Q,S,U,V,W,X	. . .
Riverside, Calif.	Y-73	Y-2-31,138	A,B,C,D,E,G,I,O,P,Q	D,E
Rockford, Ill.	Y-71	N-4-...	B,E,F,O,P,W	B,D,G,N
St. Petersburg, Fla.	Y-66	N-..-90,000	A,C,D,F,T,U,V	A,C
Salt Lake City, Utah	Y-60	Y-2-95,394	A,B,C,D,E,F,G,H,I,L,O,P,Q,R,U,V,W,X	A,G,K
Santa Ana, Calif.	Y-70	Y-5-54,000	G,K,L,O,R,V,W,X	A,G,K,O
Savannah, Ga.	Y-64	Y-2-542,129	A,B,C,D,E,F,G,I,O,P,U,W,X	A,N
Scranton, Pa.	N-N-U-Y	..-..-...	. . .	. . .
Shreveport, La.	N-N-Y-..	..-..-...	. . .	. . .
South Bend, Ind.	Y-71	..-..-220,500	A,B,I,K,L,O,P,Q,R,S,V,W,X	A,L,P
Spokane, Wash.	Y-70	Y-2-146,000	A,D,E,H,I,L,M,O,P,Q,W	A,C,D,P
Springfield, Mass.	Y-67	N-..-...	A,B,C,D,E,F,I,J,K,M,O,P,S,U,W,X	. . .
Springfield, Mo.	N-N-Y-Y	..-..-...	. . .	. . .
Stockton, Calif.	Y-67	N-..-...	D,E,F,G,I,O,P,R,S,T,U,V,W	A,B,G,I,L
Syracuse, N.Y.	Y-70	Y-5-179,914	A,D,E,I,N,O,P,R,V	A,B,I
Tacoma, Wash.	Y-62	Y-2-94,000	A,K,W,X	K,M,N,O
Topeka, Kan.	N-N-U-U	..-..-...	. . .	. . .
Torrance, Calif.	N-Y-Y-N	..-..-...	. . .	. . .
Trenton, N.J.	N-N-Y-Y	..-..-...	. . .	. . .
Virginia Beach, Va.	Y-69	N-5-...	A,B,C,F,V,W	G,K,M,O
Warren, Mich.	N-N-Y-Y	..-..-...	. . .	. . .
Winston-Salem, N.C.	Y-59	N-5-50,000	B,D,F,G,L,O,P,R,T,W,X	A,B,F
Worcester, Mass.	N-N-U-Y	..-..-...	. . .	. . .
Yonkers, N.Y.	Y-73	N-4-...	E,F,K,V,W,X	A,G
Youngstown, Ohio	N-N-Y-Y	..-..-...	. . .	. . .
50,000 – 99,999				
Abilene, Tex.	N-N-Y-N	..-..-...	. . .	. . .
Abington tp, Pa.	N-N-U-Y	..-..-...	. . .	. . .
Alameda, Calif.	N-N-N-N	..-..-...	. . .	. . .
Albany, Ga.	N-N-Y-Y	..-..-...	. . .	. . .
Alhambra, Calif.	Y-..	..-..-...	. . .	. . .
Altoona, Pa.	N-N-Y-Y	..-..-...	. . .	. . .
Anderson, Ind.	Y-72	N-..-111,B90	F,O,U,V	C
Ann Arbor, Mich.	N-N-U-U	..-..-...	. . .	. . .
Appleton, Wis.	N-N-U-Y	..-..-...	. . .	. . .
Arlington t, Mass.	N-N-..-..	..-..-...	. . .	. . .
Arlington, Tex.	Y-72	N-2-...	E,F,G,V,W,X	A
Arlington Heights v, Ill.	N-N-Y-Y	..-..-...	. . .	. . .
Asheville, N.C.	N-N-U-Y	..-..-...	. . .	. . .
Augusta, Ga.	N-N-Y-Y	..-..-...	. . .	. . .
Aurora, Colo.	N-N-U-N	..-..-...	. . .	. . .
Aurora, Ill.	Y-70	Y-5-77,B00	D,F,V,W,X	. . .
Bakersfield, Calif.	Y-66	N-..-5,268	D,E,F,G,H,I,K,O,P,R,U,V,W,X	B,D,K
Bayonne, N.J.	N-N-U-Y	..-..-...	. . .	. . .
Bellevue, Wash.	Y-68	N-4-...	D,U	A
Bethlehem, Pa.	N-N-N-..	..-..-...	. . .	. . .
Billings, Mont.	Y-70	N-..-35,660	F,V	B,G,K
Binghamton, N.Y.	N-N-U-U	..-..-...	. . .	. . .
Bloomfield t, N.J.	N-N-..-..	..-..-...	. . .	. . .
Bloomington, Minn.	Y-72	N-..-...	A,B,C,E,S,U,V,W,X	A,C,G,K
Boise City, Idaho	N-N-N-N	..-..-...	. . .	. . .
Boulder, Colo.	Y-69	N-5-32,000	O,P,Q,U,V	A,F,K,N
Bristol tp, Pa.	N-N-U-U	..-..-...	. . .	. . .
Brockton, Mass.	N-N-..-..	..-..-...	. . .	. . .
Brookline t, Mass.	Y-72	Y-2-...	E,F	C
Brownsville, Tex.	N-N-Y-Y	..-..-...	. . .	. . .
Buena Park, Calif.	Y-72	N-4-20,716	A,B,C,I,M,O,P,Q,T,U,V,W,X	A,B,D,E,F,G,I,J,K,M,N,O,P
Burbank, Calif.	Y-70	N-4-...	L	. . .
Champaign, Ill.	Y-..	..-..-...	. . .	. . .
Charleston, S.C.	Y-73	Y-3-25,735	A,B,C,O,P	D,E,F,I,J,K,M,N,O

Table 3/7 continued APPLICATION OF AUTOMATED DATA PROCESSING IN POLICE DEPARTMENTS: 1974

City, state	Use computer, date established, used in past, plan to use, plan on LEAA aid	Received LEAA money, LEAA made a difference, total EDP budget	Applications where computer used	Aspects of operations where difficulties experienced
50,000 – 99,999 continued				
Charleston, W. Va.	Y-73	N-..-17,476	F,V,X	A,J,K
Cherry Hill tp, N.J.	N-Y-Y-Y	..-..-...	. . .	. . .
Chesapeake, Va.	Y-..	Y-2-...	B,C,D,E,Q,R,U,V	A,B,G,J,K,N
Chester, Pa.	N-N-..-Y	..-..-...	. . .	. . .
Chicopee, Mass.	N-N-N-..	..-..-...	. . .	. . .
Chula Vista, Calif.	Y-68	N-..-...	D,G,W,X	A,C,K
Clearwater, Fla.	Y-67	N-4-...	A,B,C,D,F,O,P,Q,W,X	. . .
Clifton, N.J.	N-N-Y-Y	..-..-...	. . .	. . .
Compton, Calif.	N-N-Y-Y	..-..-...	. . .	. . .
Concord, Calif.	Y-69	Y-4-...	E,F,G,I,O,P,Q,R,T,U,V,W,X	A
Costa Mesa, Calif.	Y-70	N-4-...	A,B,C,D,E,F,G,L,M,N,O,P,Q,W	A,J,K
Council Bluffs, Iowa	Y-..	..-..-...	. . .	. . .
Cranston, R.I.	N-N-Y-Y	..-..-...	. . .	. . .
Daly City, Calif.	Y-74	N-..-45,892	H,I,K,M,O,P,Q,V,W,X	C,H,P
Decatur, Ill.	Y-65	N-..-23,000	F,V	. . .
Des Plaines, Ill.	N-N-Y-U	..-..-...	. . .	. . .
Downey, Calif.	Y-72	N-..-...	D,G,O,P,W,X	A,H,I
Dubuque, Iowa	N-N-N-..	..-..-...	. . .	. . .
Durham, N.C.	Y-68	N-5-35,000	C,D,F,O,P,Q,R,V,W	J
East Hartford t, Conn.	N-N-U-Y	..-..-...	. . .	. . .
East Orange, N.J.	Y-74	Y-2-113,021	8,F,I,L,O,P,Q,R,T,U,W,X	M
Edison tp, N.J.	Y-73	N-2-...	. . .	C,M,N,O
El Monte, Calif.	N-N-N-..	..-..-...	. . .	. . .
Elgin, Ill.	Y-72	N-5-8,556	E,F,G,K,O,T,U,V,W,X	B,C,K
Elmhurst, Ill.	N-N-U-U	..-..-...	. . .	. . .
Eugene, Ore.	Y-69	Y-1-422,753	A,D,E,F,G,K,O,P,Q,S,V,W	A,D,H,N,O
Evanston, Ill.	N-N-Y-..	..-..-...	. . .	. . .
Everett, Wash.	Y-73	N-..-...	D,E,F,G,K,R,S,U,V,W,X	A
Fall River, Mass.	Y-..	..-..-...	. . .	. . .
Fargo, N.D.	Y-65	Y-2-...	D,E,F,O,P,V	. . .
Fayetteville, N.C.	N-N-U-U	..-..-...	. . .	. . .
Fort Smith, Ark.	N-N-U-U	..-..-...	. . .	. . .
Fullerton, Calif.	Y-69	N-4-93,973	F,U,V,W	A,G,K,O
Gainesville, Fla.	Y-68	Y-2-39,100	C,D,G,K,M,N,O,P,Q,U,V,W,X	A,C,G
Galveston, Tex.	N-N-U-U	..-..-...	. . .	. . .
Garland, Tex.	Y-73	N-4-...	. . .	A,B,C,K,O
Great Falls, Mont.	Y-69	N-..-4,600	C,D,E,F,G	B,G,H,J,K,L
Green 8ay, Wis.	N-N-N-N	..-..-...	. . .	. . .
Hamilton tp, N.J.	N-N-U-U	..-..-...	. . .	. . .
Harrisburg, Pa.	Y-73	Y-1-...	B,C,F,I,M,N,O,P,Q,S,X	A,C,D,H,K
Haverford tp, Pa.	N-N-N-..	..-..-...	. . .	. . .
Hayward, Calif.	Y-64	N-..-...	A,8,C,D,E,F,G,I,O,P,W,X	A,G,K
High Point, N.C.	N-N-Y-Y	..-..-...	. . .	. . .
Holyoke, Mass.	N-N-U-U	..-..-...	. . .	. . .
Huntington, W. Va.	Y-66	N-..-96,752	. . .	. . .
Inglewood, Calif.	Y-19	N-4-...	A,B,C,D,E,G,O,P,Q,R,S,U,V	. . .
Irving, Tex.	Y-71	N-4-...	A,E,F,K,O,R,T,U,V,W,X	. . .
Irvington t, N.J.	N-N-Y-Y	..-..-...	. . .	. . .
Joliet, Ill.	N-N-Y-Y	..-..-...	. . .	. . .
Kalamazoo, Mich.	Y-67	N-..-3,360	D,E,F,G,I,O,P,Q,R,V,W	A
Kenosha, Wis.	Y-72	Y-1-...	E,O,P,Q	B,M,N,O
Kettering, Ohio	Y-68	N-4-16,685	A,B,C,O,P,Q,T,U,V,W	G
La Crosse, Wis.	N-N-U-U	..-..-...	. . .	. . .
Lafayette, La.	Y-70	..-..-303,000	D,E,G,M,O,P,Q,S,U,W,X	A,C,D,G,K
Lakewood, Colo.	Y-71	Y-3-17,100	A,8,C,I,U,V	C,G,N
Lakewood, Ohio	N-N-U-U	..-..-...	. . .	. . .
Laredo, Tex.	N-N-N-..	..-..-...	. . .	. . .
Lawton, Okla.	N-N-U-Y	..-..-...	. . .	. . .
Lima, Ohio	N-N-U-..	..-..-...	. . .	. . .
Lincoln Park, Mich.	N-N-U-..	..-..-...	. . .	. . .
Lowell, Mass.	Y-73	N-5-...	O	C,D,E,F,J,M,N,O,P
Lower Merion tp, Pa.	N-N-U-Y	..-..-...	. . .	. . .
Lynchburg, Va.	N-N-U-U	..-..-...	. . .	. . .
Lynn, Mass.	Y-72	Y-4-60,000	C,F,I,O,P	B
Malden, Mass.	Y-73	N-4-...	F,V	A,G
Manchester, N.H.	N-N-U-..	..-..-...	. . .	. . .
Mansfield, Ohio	N-N-U-Y	..-..-...	. . .	. . .
Medford, Mass.	N-N-U-U	..-..-...	. . .	. . .
Meriden, Conn.	N-N-Y-Y	..-..-...	. . .	. . .
Mesa, Ariz.	N-N-N-..	..-..-...	. . .	. . .
Mesquite, Tex.	Y-70	N-..-115,654	A,B,D,E,G,O,R,S,T,U,V	C,G,L
Miami Beach, Fla.	Y-67	N-..-...	R,S,T,U,V	. . .
Midland, Tex.	N-N-N-..	..-..-...	. . .	. . .
Milford, Conn.	Y-73	Y-3-...	C,W	C,N,O
Modesto, Calif.	N-Y-Y-U	..-..-...	. . .	. . .
Monroe, La.	N-N-U-..	..-..-...	. . .	. . .
Mount Vernon, N.Y.	N-N-Y-Y	..-..-...	. . .	. . .

Table 3/7 continued APPLICATION OF AUTOMATED DATA PROCESSING IN POLICE DEPARTMENTS: 1974

City, state	Use computer, date established, used in past, plan to use, plan on LEAA aid	Received LEAA money, LEAA made a difference, total EDP budget	Applications where computer used	Aspects of operations where difficulties experienced
50,000 – 99,999 continued				
Mountain View, Calif.	N-N-Y-U	..-..-...	...	...
Muncie, Ind.	Y-73	Y-5-...	B,C,V	G,J,M
Nashua, N.H.	N-N-U-U	..-..-...	...	...
New Britain, Conn.	N-N-U-U	..-..-...	...	...
Newton, Mass.	Y-74	Y-1-236,843	...	...
North Little Rock, Ark.	N-..-..-..	..-..-...	...	...
Norwalk, Conn.	Y-57	N-..-260,000	C,F,V	A
Oak Lawn v, Ill.	N-N-Y-U	..-..-...	...	...
Oak Park v, Ill.	N-N-Y-Y	..-..-...	...	...
Odessa, Tex.	Y-73	N-..-2,000	K,O,T,U,V,W,X	C
Ogden, Utah	Y-67	Y-2-...	A,B,C,D,E,F,H,L,N,O,P,Q,R,S	...
Ontario, Calif.	Y-71	N-4-20,640	D,E,G,I,O,P,W,X	A,B,E,J,O
Orange, Calif.	N-N-U-U	..-..-...	...	...
Oshkosh, Wis.	Y-70	N-3-...	E,G	...
Oxnard, Calif.	Y-72	N-..-...	A,B,C,D,E,G,T,U,V	A,G,K
Palo Alto, Calif.	Y-71	N-..-139,000	A,B,C,D,G,I,O,P,S,V,W,X	A,C,K
Parsippany-Troy Hills tp, N.J.	N-N-Y-Y	..-..-...	...	...
Pasadena, Tex.	N-N-Y-Y	..-..-...	...	...
Passaic, N.J.	N-N-Y-Y	..-..-...	...	...
Pensacola, Fla.	N-Y-N-..	..-..-...	...	...
Pittsfield, Mass.	Y-..	..-..-...	D,E,F,V	...
Pomona, Calif.	Y-69	N-5-...	A,B,C,D,E,F,G,I,J,K,O,P,Q,V,W,X	A,C
Pontiac, Mich.	N-N-Y-Y	..-..-...	...	...
Port Arthur, Tex.	N-N-U-U	..-..-...	...	...
Portland, Me.	N-N-Y-N	..-..-...	...	...
Provo, Utah	N-N-Y-Y	..-..-...	...	...
Pueblo, Colo.	N-..-..-..	..-..-...	...	...
Racine, Wis.	Y-68	N-5-...	A,B,C,F,N,O,P,Q,R,T,U,V	A,H,P
Reading, Pa.	N-N-U-U	..-..-...	...	...
Redondo Beach, Calif.	Y-72	Y-1-48,000	D,E,G,I,O,P,Q,V,W,X	C,G,H,K,M
Redwood City, Calif.	Y-73	N-..-1,700,000	A,B,C,D,G,I,M,O,P,Q,S,U,V,W	A,H,M,O
Reno, Nev.	N-N-Y-..	..-..-...	...	...
Richmond, Calif.	N-N-U-U	..-..-...	...	...
Roanoke, Va.	N-N-Y-U	..-..-...	...	...
Rochester, Minn.	N-N-Y-N	..-..-...	...	...
Rock Island, Ill.	Y-71	Y-1-17,000	D,F,O,Q,V,W	...
Rome, N.Y.	N-N-U-U	..-..-...	...	...
Roseville, Mich.	N-N-Y-U	..-..-...	...	...
Royal Oak, Mich.	N-N-N-..	..-..-...	...	...
Saginaw, Mich.	Y-..	N-5-408,778	A,B,C,D,F,G,I,O,P,Q,V,W,X	...
St. Clair Shores, Mich.	N-N-N-..	..-..-...	...	...
St. Joseph, Mo.	Y-69	N-..-...	A,B,C,D,H,I,O,P,W	N,O
Salem, Ore.	Y-67	Y-3-33,125	D,F,O,P,Q	A,H,O
Salinas, Calif.	Y-68	N-5-...	B,V,W	...
San Angelo, Tex.	N-N-U-Y	..-..-...	...	...
San Buenaventura, Calif.	Y-73	N-5-...	A,B,C,W,X	B,K
San Leandro, Calif.	Y-..	N-..-...	A,F,I	...
San Mateo, Calif.	N-N-Y-U	..-..-...	...	...
Santa Barbara, Calif.	N-N-Y-Y	..-..-...	...	...
Santa Clara, Calif.	Y-67	N-..-8,000	D,E,G,X	B,K,M
Santa Monica, Calif.	Y-70	..-..-...	A,B,C,J,O,P,Q,W	...
Santa Rosa, Calif.	N-Y-Y-Y	..-..-...	...	...
Schenectady, N.Y.	N-N-U-..	..-..-...	...	...
Scottsdale, Ariz.	Y-70	Y-5-76,575	O,S,V	A,B,D,H,I
Simi Valley, Calif.	N-N-U-Y	..-..-...	...	...
Sioux City, Iowa	Y-60	N-..-...	E,F,G,R,S,T,U,V,X	...
Sioux Falls, S.D.	Y-69	Y-2-17,161	F,T,U,V,W	...
Skokie v, Ill.	N-N-U-U	..-..-...	...	...
South Gate, Calif.	N-N-N-N	..-..-...	...	...
Southfield, Mich.	N-N-Y-N	..-..-...	...	...
Springfield, Ohio	N-N-N-N	..-..-...	...	...
Sterling Heights, Mich.	N-N-Y-Y	..-..-...	...	...
Sunnyvale, Calif.	Y-68	Y-4-...	A,B,C,D,E,G,L,O,P,Q,S,T,U,V,W,X	A,B,C,M,N,O,P
Taylor, Mich.	N-N-Y-Y	..-..-...	...	...
Tempe, Ariz.	N-Y-Y-U	..-..-...	...	...
Terre Haute, Ind.	N-N-U-Y	..-..-...	...	...
Troy, N.Y.	N-N-Y-U	..-..-...	...	...
Tuscaloosa, Ala.	N-N-U-..	..-..-...	...	...
Tyler, Tex.	Y-..	..-..-...	...	...
Union tp, N.J.	Y-71	Y-1-7,920	B,D,G,I,K,O,P,Q,R,T,U,V,W,X	A,B,K,M
Upper Darby tp, Pa.	N-Y-..-..	..-..-...	...	...
Waco, Tex.	N-N-U-U	..-..-...	...	...
Waltham, Mass.	N-N-..-..	..-..-...	...	...
Warren, Ohio	N-N-U-Y	..-..-...	...	...
Waterloo, Iowa	N-N-Y-U	..-..-...	...	...
Wauwatosa, Wis.	Y-73	N-..-...	All	A,G
West Allis, Wis.	N-N-U-U	..-..-...	...	...

Table 3/7 continued APPLICATION OF AUTOMATED DATA PROCESSING IN POLICE DEPARTMENTS: 1974

City, state	Use computer, date established, used in past, plan to use, plan on LEAA aid	Received LEAA money, LEAA made a difference, total EDP budget	Applications where computer used	Aspects of operations where difficulties experienced
50,000 – 99,999 continued				
West Covina, Calif.	Y-72	N-..-6,000	A,B,C,D,E,F,H,O,W,X	K,M,N
West Palm Beach, Fla.	Y-73	N-..-28,284	D,E,G,I,K,P,Q,V,W	B,D,G
Westminster, Calif.	N-N-N-N	..-..-...	. . .	. . .
Weymouth t, Mass.	Y-73	Y-3-33,000	A,B,C,F,I,O,W	. . .
Whittier, Calif.	N-N-U-..	..-..-...	. . .	. . .
Wichita Falls, Tex.	Y-69	Y-3-...	A,B,C,D,E,F,I,K,L,M,O,P,Q,S,T,U,V,W,X	E,K,N,O
Wilkes-Barre, Pa.	Y-..	..-..-...	. . .	. . .
Wilmington, Del.	Y-73	Y-1-...	B,C,D,I,O,P,W	B,D,E,F,O
Woodbridge tp, N.J.	N-N-..-..	..-..-...	. . .	. . .
Wyoming, Mich.	N-N-U-Y	..-..-...	. . .	. . .
York, Pa.	N-N-U-U	..-..-...	. . .	. . .

E 4

Local Government Solid Waste Programs*

Robert J. Bartolotta
International City Management Association

"Half of America's cities will run out of landfill space within three years!" "The country is in the midst of a solid waste crisis!" "Resource recovery technology is here and is seeing widespread application." Such statements have become common in recent years and are often echoed by local government administrators and solid waste practitioners. Concurrently, certain assumptions have been made and repeated until they are taken as fact.

Many of us assume, for example, that the point of collection of solid waste (curbside, back door, or alley) affects the size of the collection crew, that most cities don't collect from multiunit dwellings, that all cities require some solid waste collection service, that the method of financing will affect the service level, and that, generally, solid waste collection systems are operated in the same way throughout the country. While reams of copy have been written about solid waste in recent years, there has been a definite lack of hard data on the subject — data for comparative purposes and data to substantiate or refute commonly held assumptions.

To fill this gap, the International City Management Association, in conjunction with the Environmental Protection Agency's (EPA) Office of Solid Waste Management Programs, conducted a nationwide survey on local government solid waste programs in the summer of 1974. The purpose of the survey was to determine what practices are being used in both the management and operation of municipal systems for the collection, processing, and disposal of solid waste. All cities with a population of 10,000 or over were surveyed. Of the 2,293 cities surveyed, 1,092 cities (48%) responded (Table 4/1).

The results of the survey were enlightening; many previously held assumptions about collection and disposal practices were not borne out. The most striking result was that no truly universal collection practices were indicated. While some communities have one-man curbside collection using plastic bags, side loaders, and service charges, others use five-man crews with back door collection and rear loaders with collection financed from the general fund.

Table 4/1 SURVEY RESPONSE TABLE

Classification	No. of cities surveyed (A)	Cities responding	
		No.	% of (A)
Total, all cities	2,293	1,092	48
Population group			
Over 500,000	27	16	59
250,000-500,000	29	19	66
100,000-249,999	98	66	67
50,000- 99,999	256	157	61
25,000- 49,999	529	269	51
10,000- 24,999	1,354	565	42
Geographic region			
Northeast	707	239	34
North Central	673	349	52
South	543	265	49
West	370	239	65
Metro/city type			
Central	363	226	62
Suburban	1,304	605	46
Independent	626	261	42
Form of government			
Mayor-council	919	338	37
Council-manager	1,131	673	60
Commission	121	39	32
Town meeting	80	25	31
Rep. town meeting	42	17	40

PUBLIC VERSUS PRIVATE COLLECTION

The subject of public versus private residential refuse collection has been debated endlessly. There are a number of organizational alternatives for refuse collection. The solid waste operation may be handled exclusively by the municipality, where the city hires personnel, purchases equipment, and manages and operates the system. Another alternative is for the city to license private refuse collection companies and to allow the individual citizens to hire whomever they want. The third method frequently used is for the city to collect all fees and contract the service to the lowest competitive bidder. In some communities the disposal of residential solid waste is left entirely to the discretion of the residents.

The alternative chosen by a particular community depends on many conditions. Some community situations lend themselves to public

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*Data for this article were collected from the survey *Local Government Solid Waste Programs: 1974* (SWASTE/74), by the International City Management Association in conjunction with the Office of Solid Waste Management Programs, Environmental Protection Agency, Washington, D.C., 1974.

Table 4/2 MUNICIPALLY OPERATED RESIDENTIAL SOLID WASTE PROGRAMS

		Have municipally operated system			
		Yes		No	
Classification	No. of cities reporting (A)	No.	% of (A)	No.	% of (A)
Total, all cities	1,091	664	61	427	39
Population group					
Over 500,000	16	14	88	2	13
250,000-500,000	19	15	79	4	21
100,000-249,999	65	54	83	11	17
50,000- 99,999	157	100	64	57	36
25,000- 49,999	269	157	58	112	42
10,000- 24,999	565	324	57	241	43
Geographic region					
Northeast	239	128	54	111	46
North Central	348	201	58	147	42
South	265	245	92	20	8
West	239	90	38	149	62
Metro/city type					
Central	225	173	77	52	23
Suburban	605	310	51	295	49
Independent	261	181	69	80	31
Form of government					
Mayor-council	337	212	63	125	37
Council-manager	673	405	60	268	40
Commission	39	26	67	13	33
Town meeting	25	11	44	14	56
Rep. town meeting	17	10	59	7	41

operation, while others suggest private operation as appropriate.

> Conditions favoring public ownership and operation include:
>
> Public predisposition towards government operation of public services
> Quality of service provided is a more important criterion than economics
> Past history of unsatisfactory contractual operations for public services.
>
> Conditions favoring private ownership and operation would include:
>
> Public predisposition toward private sector involvement in public services
> Flexibility is needed to make shifts in operation which would produce labor savings and other cost reductions
> Desire of local government to avoid administrative details in operation of collection system
> Population growth is outpacing ability of community to provide public services
> Existence of qualified private contractors.[1]

The mix of public, contract, and private systems was surveyed. Overall, 61% of the responding cities operate their own residential collection service (Table 4/2). This percentage is even higher for cities over 100,000, 83% of which operate their own systems.

The differences among geographical areas are significant; in the South 92% of the cities operate their own system, whereas in the West only 38% are involved (Table 4/2). Generally, when a city opts for private refuse collection citizens hire their own private haulers. A notable exception is in the western region, where the use of municipal contracts with the haulers is considerable (Table 4/3).

Although the survey concentrated on residential solid waste programs, cities were queried as to whether they engage in commercial and/or industrial collection. Survey results show that, overall, 39% of the responding cities operate a commercial or industrial solid waste collection service. This ranges from 76% of the southern cities to only 18% of cities in the Northeast. Generally, the private sector dominates in all population categories except those cities between 250,000 and 500,000, where 56% of the respondents operate a commercial/industrial collection system (no table shown).

COLLECTION PRACTICES IN MUNICIPALLY OPERATED RESIDENTIAL SYSTEMS

Information on frequency and point of collection, crew size, and type of equipment, and the relationships between these factors, can be quite helpful in determining the system appropriate for an individual community. The trend in recent years has been for cities to attempt to increase their refuse collection productivity and thereby decrease costs. Several methods which have been used to accomplish this include: (1) combining refuse and garbage pickup; (2) switching to once a week collection; (3) implementing curbside pickup; (4) encouraging bag usage; and (5) reducing crew sizes.

Frequency of Collection. Over five hundred cities now have combined mixed refuse collection (refuse and garbage together). Fifty-three percent of these cities have once a week collection while 40% provide service twice per week (Table 4/4). In the North Central region, only 20% of the cities have twice a week collection while 76% collect once a week. This is in contrast with the southern cities, where 65% have twice a week and 23% have once a week collection.

Some of these differences are undoubtedly due to climate variations. Also, twice a week collection used to be the common practice stemming from the belief that it was unhealthy to leave garbage in cans for more than a few days. However, with properly sealed containers this has not proved to be a problem. In addition, once a week collection represents a considerable reduction in costs. These factors have encouraged the trend toward once a week collection.

Point of Collection. The point of collection can also play a major role in reducing collection costs. Refuse can be picked up from the curb, from the back door, or from the alley. Pickup from the curb is by far the most economical practice, but it is also the hardest to implement. Cost savings, of course, can be achieved only if the switch to curbside pickup is combined with a reduction in crew size. The difference in service level is readily apparent to the citizenry who must carry their refuse to the curb rather than leave it to be picked up at the back door. This decrease in service level is one of the chief obstacles to implementation, and, in many cases, this political consideration takes precedence over the economic savings.

Over 70% (469) of the cities with municipally operated collection services use curbside pickup for mixed refuse. This is in contrast to 253 reporting back door (carryout) collection and 337 using alley stops (no table shown). Since the type, quality, and density of residential areas is seldom uniform throughout a city, many communities have a mix of collection points. Of the 469 municipalities with curbside collection, 69% make over half of their stops at the curb.

Crew Size. It has been thought generally that there is a definite relationship between crew size and point of collection. Tables 4/5 and 4/6 show crew size in relation to point of collection. The results are startling. Out of 430 communities indicating curbside pickup, a surprising 306 (71%) are using three-man crews (Table 4/5). In 1972 an EPA study conducted by Ralph Stone & Company, Inc., indicated that one-man crews were the most efficient crew size for curbside pickup.[2] Despite this, of the cities with curbside

Table 4/3 TYPE OF COLLECTION SYSTEM USED WHERE MUNICIPALITY DOES NOT COLLECT ALL RESIDENTIAL SOLID WASTE

Classification	No. of cities reporting[1] (A)	System: Citizens hire private haulers No.	% of (A)	Municipality contracts with private haulers No.	% of (A)	Other systems[2] No.	% of (A)
Total, all cities	679	417	61	291	43	141	21
Population group							
Over 500,000	15	12	80	5	33	1	7
250,000-500,000	13	9	69	5	38	1	8
100,000-249,999	41	30	73	12	29	7	17
50,000- 99,999	106	60	57	48	45	23	22
25,000- 49,999	168	102	61	79	47	35	21
10,000- 24,999	336	204	61	142	42	74	22
Geographic region							
Northeast	170	119	70	57	34	38	22
North Central	246	181	74	83	34	46	19
South	86	64	74	23	27	17	20
West	177	53	30	128	72	40	23
Metro/city type							
Central	139	99	71	47	34	27	19
Suburban	413	233	56	202	49	70	17
Independent	127	85	67	42	33	44	35
Form of government							
Mayor-council	208	143	69	80	38	32	15
Council-manager	418	238	57	194	46	95	23
Commission	21	13	62	9	43	2	10
Town meeting	20	14	70	5	25	7	35
Rep. town meeting	12	9	75	3	25	5	42

[1] The sum of the number of systems used is greater than the number of cities reporting owing to the use of more than one system by some reporting cities.

[2] Other systems include primarily the practice of residents hauling their own refuse to disposal sites; refuse collection by another unit of government is also included.

Table 4/4 FREQUENCY OF COLLECTION FOR MIXED REFUSE IN MUNICIPALLY OPERATED RESIDENTIAL SOLID WASTE PROGRAMS

Classification	No. of cities reporting (A)	Frequency of collection: More than twice a week No.	% of (A)	Twice a week No.	% of (A)	Once a week No.	% of (A)	Less than once a week No.	% of (A)	On-call basis No.	% of (A)
Total, all cities	539	10	2	217	40	285	53	5	1	22	4
Population group											
Over 500,000	14	1	7	6	43	7	50	0	0	0	0
250,000-500,000	13	0	0	2	15	10	77	0	0	1	8
100,000-249,999	44	1	2	17	39	26	59	0	0	0	0
50,000- 99,999	77	1	1	31	40	43	56	1	1	1	1
25,000- 49,999	134	2	1	60	45	66	49	1	1	5	4
10,000- 24,999	257	5	2	101	39	133	52	3	1	15	6
Geographic region											
Northeast	98	3	3	28	29	64	65	1	1	2	2
North Central	176	0	0	35	20	133	76	3	2	5	3
South	186	7	4	121	65	43	23	1	1	14	8
West	79	0	0	33	42	45	57	0	0	1	1
Metro/city type											
Central	144	4	3	63	44	70	49	1	1	6	4
Suburban	244	5	2	87	36	144	59	2	1	6	2
Independent	151	1	1	67	44	71	47	2	1	10	7
Form of government											
Mayor-council	178	3	2	53	30	113	63	2	1	7	4
Council-manager	325	6	2	158	49	146	45	2	1	13	4
Commission	19	1	5	5	26	11	58	0	0	2	11
Town meeting	9	0	0	1	11	7	78	1	11	0	0
Rep. town meeting	8	0	0	0	0	8	100	0	0	0	0

collection only 26 have one-man crews and 72 have two-man crews (Table 4/5).

These results raise an interesting question. Why would cities have the same crew size for different points of collection? One possibility is that the city may not have purchased new equipment such as side loaders, which are more conducive to smaller crews. And perhaps in some communities the council may be committed to a certain level of employment, and consequently labor reductions would not be politically feasible.

The other possibility is that local government managers and decision makers may not have known of the results of the EPA study and its applicability, nor of the numerous successes of cities that have used one-man collection crews.

The results of the survey show clearly that the mean crew size is three for both curbside and back door pickup. Thus, most of the potential savings that could be achieved by converting to curbside pickup are not being realized. And, while some minor cost saving may be achieved through reduced collection time, unless conversion to curbside collection is accompanied by a reduction in crew size much of the political battle which may be associated with the switch is wasted.

The use of smaller crews is significantly higher in the West, where 18% of the cities with curbside collection have one-man crews and 40% have two-man crews (Table 4/5). Use of smaller crews in western cities may be associated with the first introduction of one-man crews ten years ago in Inglewood, California.

Most of the saving achieved by one-man crews is attributable to fewer lost man-hours spent in transport. Efficient one-man vehicles collect from one side of the street at a time and are equipped with dual driving controls allowing for operation from the right side.

As expected, crew sizes for back door service are larger than those used for curbside pickup. Of the 232 jurisdictions reporting this type of service, 52% use three men, 23% use four, and 11% use more than four (Table 4/6). Again, the geographical regions show differences. In the Northeast (with more multifamily dwellings, less storage space, and higher population densities) 54% of the responding cities giving back door service use four or more men on the crew. In the West no cities reported use of crews larger than three for back door service (Table 4/6).

Plastic and Paper Bag Systems. The use of plastic and paper bags as refuse containers is a relatively recent phenomenon. Bags are easier to handle than cans, are more sanitary, and reduce odor and noise. Their use as refuse containers can reduce collection time by as much as 50%, which translates into cost savings. Since refuse collection is by nature very labor intensive, any reduction in collection time can effect changes in crew size. Another positive factor in bag usage is that refuse collectors prefer it since bags are lighter and easier to handle than metal or plastic cans.

Most cities permit residents to bag their trash on a voluntary basis. Other cities require the use of bags by ordinance. Mandatory programs tend to have better participation rates, though wider citizen acceptance is achieved if mandatory programs are preceded by a voluntary program to introduce the citizens to the practice.

Over a hundred of the responding municipalities now require the use of plastic or paper bags for solid waste storage (Table 4/7). The use of bags is most widespread in the South and the North Central region. According to EPA, the leaders in paper and plastic bag implementation are: Texas, Florida, Michigan, Ohio, and Illinois. Interestingly, given the climatic conditions and the high degree of curbside collection, only one city in the western region reported that bags are required.

Usually, when cities require the use of bags the type, size, and use specifications are written into the ordinance. City distribution of bags (whether free or for an at-cost charge) is another method used to ensure certain standards. At-cost charges are collected either on a per bag basis or through regular monthly charges.

A recent innovation finances the total solid waste system from the bag charges. The resident is charged a flat rate per bag (bags are available through a variety of distribution points). This covers the cost of the bag, equipment, personnel, and disposal. An advantage is that there are no administrative costs associated with billing. In addition, the system encourages residents to separate out newsprint for separate collection, which decreases the individual's costs. This system also allows for a higher degree of equity in that residents pay for services in proportion to the amount of refuse they generate. The survey identified 18 cities which use this new technique (no table shown).

FINANCING MUNICIPAL COLLECTION

The two principal methods through which residential solid waste operating expenses are funded are the general fund and service charges. Of the cities reporting, 44% use some type of service charge while 49% allocate money from the general fund (Table 4/8). The service charge is almost nonexistent in the Northeast, with only 7% of the reporting cities using it in contrast to the West, where 77% of cities charge for collection.

The use of the service charge for residential collection has become more widespread in recent years. This, in part, is because, as an added source of revenue, the service charge frees monies from the general fund for other purposes. In addition, the service charge provides a means by which payment can be related to the cost of collection.

Service charges can be assessed at a flat rate per residence and can be billed either monthly or quarterly; they are often combined with other utility bills. The average monthly service charge reported by respondents for a single-family dwelling is $2.58 (no table shown). Regional variations run from averages of $2.46 in North Central cities and $2.48 in the South to an average of $3.26 per month in the Northeast (no

Table 4/5 AVERAGE CREW SIZE FOR CURBSIDE PICKUPS IN MUNICIPALLY OPERATED RESIDENTIAL SOLID WASTE PROGRAMS[1]

		Average crew size									
		One		Two		Three		Four		More than four	
Classification	No. of cities reporting (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)
Total, all cities	430	26	6	72	17	306	71	16	4	10	2
Population group											
Over 500,000	11	0	0	4	36	6	55	1	9	0	0
250,000-500,000	11	0	0	3	27	7	64	0	0	1	9
100,000-249,999	34	1	3	7	21	24	71	1	3	1	3
50,000- 99,999	56	8	14	7	13	37	66	2	4	2	4
25,000- 49,999	103	6	6	21	20	71	69	3	3	2	2
10,000- 24,999	215	11	5	30	14	161	75	9	4	4	2
Geographic region											
Northeast	76	1	1	4	5	62	82	6	8	3	4
North Central	141	8	6	30	21	100	71	1	1	2	1
South	145	5	3	11	8	116	80	8	6	5	3
West	68	12	18	27	40	28	41	1	1	0	0
Metro/city type											
Central	111	5	5	19	17	82	74	3	3	2	2
Suburban	202	18	9	31	15	140	69	9	4	4	2
Independent	117	3	3	22	19	84	72	4	3	4	3
Form of government											
Mayor-council	142	1	1	20	14	111	78	6	4	4	3
Council-manager	254	24	9	49	19	165	65	10	4	6	2
Commission	21	1	5	2	10	18	86	0	0	0	0
Town meeting	7	0	0	1	14	6	86	0	0	0	0
Rep. town meeting	6	0	0	0	0	6	100	0	0	0	0

[1] Crew includes the driver.

Table 4/6 AVERAGE CREW SIZE FOR BACK DOOR PICKUPS IN MUNICIPALLY OPERATED RESIDENTIAL SOLID WASTE PROGRAMS[1]

		Average crew size									
		One		Two		Three		Four		More than four	
Classification	No. of cities reporting (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)
Total, all cities	232	3	1	29	13	121	52	53	23	26	11
Population group											
Over 500,000	3	0	0	1	33	0	0	1	33	1	33
250,000-500,000	9	0	0	1	11	5	56	2	22	1	11
100,000-249,999	22	0	0	2	9	12	55	4	18	4	18
50,000- 99,999	36	1	3	2	6	21	58	7	19	5	14
25,000- 49,999	60	1	2	9	15	29	48	15	25	6	10
10,000- 24,999	102	1	1	14	14	54	53	24	24	9	9
Geographic region											
Northeast	32	0	0	3	9	12	38	12	38	5	16
North Central	63	1	2	11	17	41	65	7	11	3	5
South	116	1	1	7	6	56	48	34	29	18	16
West	21	1	5	8	38	12	57	0	0	0	0
Metro/city type											
Central	66	1	2	10	15	34	52	14	21	7	11
Suburban	94	2	2	9	10	50	53	19	20	14	15
Independent	72	0	0	10	14	37	51	20	28	5	7
Form of government											
Mayor-council	65	0	0	8	12	33	51	11	17	13	20
Council-manager	158	3	2	20	13	81	51	42	27	12	8
Commission	8	0	0	1	13	6	75	0	0	1	13
Town meeting	1	0	0	0	0	1	100	0	0	0	0
Rep. town meeting	0	0	0	0	0	0	0	0	0	0	0

[1] Crew includes the driver.

Table 4/7 REQUIREMENTS FOR USE OF BAGS IN MUNICIPALLY OPERATED RESIDENTIAL SOLID WASTE PROGRAMS

		Use of bags required							
		Plastic bags				Paper bags			
		Yes		No		Yes		No	
Classification	No. of cities reporting (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)
Total, all cities	636	72	11	556	87	31	5	535	84
Population group									
Over 500,000	13	1	8	12	92	0	0	13	100
250,000-500,000	15	1	7	14	93	0	0	11	73
100,000-249,999	52	8	15	44	85	2	4	46	88
50,000- 99,999	96	15	16	80	83	9	9	76	79
25,000- 49,999	153	12	8	139	91	8	5	138	90
10,000- 24,999	307	35	11	267	87	12	4	251	82
Geographic region									
Northeast	119	9	8	107	90	6	5	104	87
North Central	186	30	16	155	83	9	5	156	84
South	242	32	13	206	85	16	7	194	80
West	89	1	1	88	99	0	0	81	91
Metro/city type									
Central	169	21	12	148	88	9	5	147	87
Suburban	293	34	12	252	86	17	6	237	81
Independent	174	17	10	156	90	5	3	151	87
Form of government									
Mayor-council	200	20	10	178	89	6	3	174	87
Council-manager	391	46	12	340	87	22	6	322	82
Commission	26	4	15	22	85	1	4	23	88
Town meeting	10	1	10	9	90	0	0	9	90
Rep. town meeting	9	1	11	7	78	2	22	7	78

Table 4/8 METHOD OF FUNDING COLLECTION COSTS IN MUNICIPALLY OPERATED RESIDENTIAL SOLID WASTE PROGRAMS

		Service charge to citizens		Allocated from general fund		Other	
Classification	No. of cities reporting (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)
Total, all cities	600	261	44	291	49	48	8
Population group							
Over 500,000	13	1	8	12	92	0	0
250,000-500,000	14	5	36	8	57	1	7
100,000-249,999	46	17	37	25	54	4	9
50,000- 99,999	91	34	37	49	54	8	9
25,000- 49,999	151	72	48	69	46	10	7
10,000- 24,999	285	132	46	128	45	25	9
Geographic region							
Northeast	112	8	7	91	81	13	12
North Central	181	54	30	108	60	19	10
South	219	131	60	76	35	12	5
West	88	68	77	16	18	4	5
Metro/city type							
Central	160	67	42	82	51	11	7
Suburban	278	105	38	150	54	23	8
Independent	162	89	55	59	36	14	9
Form of government							
Mayor-council	190	48	25	123	65	19	10
Council-manager	368	202	55	144	39	22	6
Commission	24	11	46	9	38	4	17
Town meeting	10	0	0	9	90	1	10
Rep. town meeting	8	0	0	6	75	2	25

table shown). This variation may reflect higher disposal costs in the northeastern region of the country.

While many communities use service charges, they are generally not sufficient to cover the actual cost of collection. The exception is the western region, where 68% of cities reporting service charges responded that the entire collection costs were covered by the service charge (no table shown).

There may be a tendency for some communities to "bury" the costs of refuse collection in the general fund in order to avoid the appearance of yet another charge to citizens. There is some indication, however, that the level of service is greater in communities using service charges. In these communities, 46% provide twice a week pickup. In contrast, only 25% of cities with general fund financing have twice weekly collection. Once a week collection is provided by 32% of the cities using service charges, while 57% of the general fund cities provide once a week collection (no table shown).

RESOURCE RECOVERY

Resource recovery and recycling — two recent solid waste concepts — have caught the imagination of environmentalists, industry, and government alike. In recent years everyone from the President to the Boy Scouts has touted their merits. In a society that is recognized as one of the most wasteful in the world, the public has accepted these concepts as worthwhile, and few argue against the premise that resource recovery and recycling are not only laudable but a necessity.

Two basic arguments among proponents relate to disagreement over determining the extent to which recycling is practiced today and whether resource recovery technology is actually a viable solid waste practice at the present time or merely a concept which might be seriously considered for the future — perhaps ten years hence.

Although at present only 10 to 15 such facilities are in operation, 166 responding cities plan to implement a capital intensive resource recovery facility within the next five years (Table 4/9), an indication that cities may be moving toward resource recovery at an unexpectedly rapid rate. Approximately one-third (32%) of all responding cities over 50,000, and 45% of those over 100,000, have plans for a recovery system by mid-1979. Even in cities with small populations (e.g., 10,000 to 24,999), where many feel resource recovery technology is not practical, 10% of cities indicated plans for capital intensive resource recovery systems. When extrapolated to include all U.S. cities over 10,000, the figure increases to over 300 cities. Table 4/9 indicates that, as regards city type and region, a large majority of the resource recovery facilities planned are in central cities and in northeastern cities. This may be due to higher population densities and to difficulties in obtaining suitable landfill sites in close proximity to the population serviced.

Table 4/10 indicates the stage of implementation for resource recovery facilities in the 166 responding cities. Major steps in implementation (which may not necessarily follow this order, and which may overlap) include:

1. General feasibility study
2. Detailed market study
3. Engineering studies
4. Detailed engineering design
5. Passage of resolution by council
6. Bond issue
7. Construction of plant.

Over half of the 166 cities with plans for a resource recovery facility have initiated feasibility studies. Fifteen cities have already passed council resolutions, and five have issued construction bonds (Table 4/10). Some of the 166 cities are planning elaborate $5 million plants with complete resource recovery systems, while others indicate plans for use of certain resource recovery components such as shredders or magnetic separators (no table shown).

Resource recovery can also be accomplished by source separation. Instead of investing in capital intensive systems, which sort out materials from mixed refuse, some cities encourage or require citizens to separate their refuse into categories for collection. One hundred and eighty-five (18%) of the respondents reported that they have separate collections for the recovery of materials (e.g., newspapers, metals, glass) (Table 4/11). The rate for the Northeast was nearly double that of other regions, which is most likely related to the previously mentioned disposal problems in that region.

Newsprint is by far the most popular separate collection item; 90% of the cities indicating the types of refuse handled by separate collections pick up newsprint (Table 4/11). Newspapers make up about 20% of residential solid waste and are the easiest item in the waste stream for residents to separate. Recycling newspapers extends the life of landfills and also conserves natural resources. (It is estimated that one ton of recycled newsprint saves 17 trees.) Another attractive aspect is that cities can earn from $20 to $40 per ton by selling newspapers to scrap dealers and paper mills.

Table 4/9 PLANS FOR IMPLEMENTATION OF CAPITAL INTENSIVE RESOURCE RECOVERY SYSTEMS WITHIN FIVE YEARS

Classification	No. of cities reporting (A)	Plans to implement program: Yes		Plans to implement program: No	
		No.	% of (A)	No.	% of (A)
Total, all cities	1,025	166	16	859	84
Population group					
Over 500,000	16	12	75	4	25
250,000-500,000	19	11	58	8	42
100,000-249,999	62	21	34	41	66
50,000- 99,999	143	33	23	110	77
25,000- 49,999	255	38	15	217	85
10,000- 24,999	530	51	10	479	90
Geographic region					
Northeast	219	50	23	169	77
North Central	326	40	12	286	88
South	251	36	14	215	86
West	229	40	17	189	83
Metro/city type					
Central	212	69	33	143	67
Suburban	568	70	12	498	88
Independent	245	27	11	218	89
Form of government					
Mayor-council	317	60	19	257	81
Council-manager	634	87	14	547	86
Commission	35	6	17	29	83
Town meeting	23	7	30	16	70
Rep. town meeting	16	6	38	10	63

TRANSFER STATIONS

Cities are finding that it is increasingly difficult to locate new landfill sites in close proximity to residential areas. Consequently, new sites are increasingly further from collection routes. Collection costs, which are very labor intensive, rise accordingly. Time spent in transport to the disposal site is wasted time in terms of collection crew productivity.

There are three ways to decrease costs directly related to distant landfills. The first is to reduce crew size. Another is to increase the capacity of collection vehicles. (For example, a change from a 20- to a 30-cubic-yard packer truck extends the time spent on the collection route and decreases trips to the disposal site.) The third method of decreasing the costs of distant landfills is the transfer station. A transfer station is nothing more than a place where refuse can be transferred from small collection vehicles into larger truck trailers for transport to the disposal site. With this method, one man driving a 75-cubic-yard semitrailer can do the work of three typical collection trucks, each with a three-man crew.

> Although a transfer operation offers potential savings, it requires an extra materials-handling step and the construction of a transfer facility. The associated costs must be recovered or money will be lost in the transfer operation. The costs that are incurred are as follows:
>
> 1. The capital expenditures for land, structures, and equipment
> 2. The costs for labor, utilities, maintenance, operation, and overhead at the transfer plants
> 3. The costs for labor, operation, maintenance, and overhead incurred in the bulk hauling to the disposal site.
>
> Costs are saved with the utilization of a transfer operation because:
>
> 1. The nonproductive time of collectors is cut since they no longer ride to and from the disposal site; it may be possible to reduce the number of collection crews needed because of increased productive collection time.
> 2. Any reduction in mileage traveled by the collection trucks results in a savings in operating costs.[3]

Of all cities with municipally operated residential solid waste systems, 12% (136) use transfer stations (no table shown). Of the 136 identified stations in use, 59 are municipally operated, 41 are private, 27 are operated by the county, 7 are interjurisdictional, and 2 are operated in some other manner.

Cities in the western region reported the greatest use of transfer stations, the majority of them county or privately operated. Southern cities, which have the highest rate of municipally operated collection systems, operate 73% of their transfer stations directly.

The concept of a transfer station with routes feeding into a central location for transfer to distant disposal sites would lend itself to a regional or interjurisdictional approach. Surprisingly, only seven cities reported such an arrangement. A case in point involves a city in the Northeast which hauls its refuse 40 miles to a landfill in collection vehicles while a neighboring city uses its transfer station to haul only its own refuse. If certain political and emotional considerations could be resolved, the cities could mutually benefit from the combined use of the transfer facility.

DISPOSAL METHODS

It has been said in recent years that we are experiencing a "disposal crisis," with existing

Table 4/10 STATUS OF CAPITAL INTENSIVE RESOURCE RECOVERY SYSTEMS IN LOCAL GOVERNMENTS

Classification	No. of cities reporting (A)	General feasibility study				Detailed market study				Engineering studies			
		Initiated		Completed		Initiated		Completed		Initiated		Completed	
		No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)
Total, all cities	166	86	52	32	19	26	16	11	7	27	16	14	8
Population group													
Over 500,000	12	5	42	5	42	2	17	2	17	3	25	1	8
250,000-500,000	11	4	36	2	18	2	18	1	9	2	18	2	18
100,000-249,999	21	12	57	3	14	4	19	1	5	3	14	1	5
50,000- 99,999	33	15	45	4	12	9	27	0	0	7	21	2	6
25,000- 49,999	38	23	61	7	18	4	11	2	5	8	21	5	13
10,000- 24,999	51	27	53	11	22	5	10	5	10	4	8	3	6
Geographic region													
Northeast	50	27	54	7	14	8	16	4	8	7	14	6	12
North Central	40	24	60	11	28	7	18	2	5	10	25	3	8
South	36	18	50	4	11	2	6	2	6	3	8	1	3
West	40	17	43	10	25	9	23	3	8	7	18	4	10
Metro/city type													
Central	69	31	45	15	22	13	19	4	6	15	22	6	9
Suburban	70	41	59	11	16	10	14	5	7	10	14	4	6
Independent	27	14	52	6	22	3	11	2	7	2	7	4	15
Form of government													
Mayor-council	60	33	55	8	13	10	17	2	3	14	23	3	5
Council-manager	87	44	51	18	21	13	15	5	6	11	13	6	7
Commission	6	2	33	3	50	2	33	2	33	2	33	2	33
Town meeting	7	3	43	1	14	1	14	1	14	0	0	1	14
Rep. town meeting	6	4	67	2	33	0	0	1	17	0	0	2	33

balance of table below ↓

Table 4/10 continued

Classification	No. of cities reporting (A)	Detailed engineering design				Passage of resolution by council				Bond issue				Construction of plant			
		Initiated		Completed		Initiated		Completed		Initiated		Completed		Initiated		Completed	
		No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)
Total, all cities	166	10	6	10	6	14	8	15	9	4	2	5	3	5	3	2	1
Population group																	
Over 500,000	12	1	8	1	8	1	8	1	8	0	0	1	8	1	8	0	0
250,000-500,000	11	1	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0
100,000-249,999	21	1	5	2	10	1	5	0	0	0	0	1	5	1	5	0	0
50,000- 99,999	33	2	6	2	6	4	12	4	12	1	3	1	3	0	0	1	3
25,000- 49,999	38	2	5	5	13	2	5	7	18	2	5	2	5	3	8	1	3
10,000- 24,999	51	3	6	0	0	6	12	3	6	1	2	0	0	0	0	0	0
Geographic region																	
Northeast	50	5	10	2	4	4	8	5	10	2	4	1	2	1	2	0	0
North Central	40	2	5	2	5	2	5	3	8	1	3	1	3	1	3	1	3
South	36	0	0	3	8	0	0	3	8	1	3	2	6	1	3	1	3
West	40	3	8	3	8	8	20	4	10	0	0	1	3	2	5	0	0
Metro/city type																	
Central	69	5	7	6	9	3	4	7	10	0	0	4	6	2	3	2	3
Suburban	70	3	4	2	3	10	14	5	7	3	4	1	1	1	1	0	0
Independent	27	2	7	2	7	1	4	3	11	1	4	0	0	2	7	0	0
Form of government																	
Mayor-council	60	4	7	3	5	4	7	6	10	2	3	2	3	2	3	1	2
Council-manager	87	2	2	7	8	7	8	8	9	1	1	3	3	3	3	1	1
Commission	6	2	33	0	0	1	17	0	0	0	0	0	0	0	0	0	0
Town meeting	7	1	14	0	0	2	29	0	0	1	14	0	0	0	0	0	0
Rep. town meeting	6	1	17	0	0	0	0	1	17	0	0	0	0	0	0	0	0

Table 4/11 SEPARATE COLLECTIONS FOR RECOVERY OF MATERIALS BY LOCAL GOVERNMENTS AND ITEMS COLLECTED

Classification	No. of cities reporting (A)	Have separate collection: Yes No.	Yes % of (A)	No No.	No % of (A)	No. of cities reporting (B)	Separate collection materials: Newsprint No.	Newsprint % of (B)	Other paper No.	Other paper % of (B)	Ferrous metals No.	Ferrous metals % of (B)	Non-ferrous metals No.	Non-ferrous metals % of (B)	Green glass No.	Green glass % of (B)	Clear glass No.	Clear glass % of (B)	Brown glass No.	Brown glass % of (B)	Other No.	Other % of (B)
Total, all cities	1,037	185	18	852	82	166	149	90	55	33	32	19	21	13	39	23	47	28	39	23	5	3
Population group																						
Over 500,000	16	1	6	15	94	1	1	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0
250,000-500,000	18	5	28	13	72	4	3	75	2	50	0	0	0	0	0	0	0	0	0	0	0	0
100,000-249,999	61	10	16	51	84	10	7	70	1	10	4	40	1	10	1	10	1	10	1	10	0	0
50,000- 99,999	149	39	26	110	74	33	32	97	10	30	3	9	2	6	5	15	6	18	5	15	0	0
25,000- 49,999	259	55	21	204	79	49	46	94	18	37	6	12	6	12	9	18	11	22	10	20	2	4
10,000- 24,999	534	75	14	459	86	69	60	87	24	35	19	28	12	17	24	35	29	42	23	33	3	4
Geographic region																						
Northeast	226	73	32	153	68	66	61	92	22	33	17	26	11	17	21	32	27	41	22	33	1	2
North Central	330	57	17	273	83	52	46	88	14	27	9	17	5	10	10	19	13	25	10	19	3	6
South	254	33	13	221	87	32	27	84	14	44	3	9	2	6	4	13	4	13	4	13	0	0
West	227	22	10	205	90	16	15	94	5	31	3	19	3	19	4	25	3	19	3	19	1	6
Metro/city type																						
Central	213	43	20	170	80	37	33	89	12	32	3	8	1	3	2	5	2	5	2	5	0	0
Suburban	575	123	21	452	79	110	101	92	29	26	24	22	16	15	33	30	40	36	33	30	4	4
Independent	249	19	8	230	92	19	15	79	14	74	5	26	4	21	4	21	5	26	4	21	1	5
Form of government																						
Mayor-council	320	62	19	258	81	58	50	86	17	29	13	22	10	17	11	19	15	26	12	21	2	3
Council-manager	642	108	17	534	83	97	88	91	33	34	15	15	8	8	21	22	24	25	21	22	2	2
Commission	38	3	8	35	92	3	3	100	3	100	1	33	1	33	1	33	1	33	1	33	0	0
Town meeting	22	8	36	14	64	5	5	100	2	40	3	60	2	40	4	80	5	100	3	60	1	20
Rep. town meeting	15	4	27	11	73	3	3	100	0	0	0	0	0	0	2	67	2	67	2	67	0	0

landfill capacity quickly running out and future sites nearly impossible to obtain. The solid waste survey addressed itself to these issues in order to determine (1) the extent of the crisis and (2) whether, indeed, it exists at all.

The key question was: How many years of landfill capacity remain, and how much future capacity has been purchased? Of the 754 cities responding to this question, 5% reported less than one year of remaining landfill capacity, 17% reported one to two years, 11% indicated three to four years, and 67% reported five or more years (Table 4/12).

Whether or not the survey results indicate a disposal crisis depends on the definition of a crisis. Certainly, for those cities whose landfill capacity will run out within two years and who have not yet acquired future sites (about 13% of those reporting) there is a crisis. But for most cities this is not a pressing problem, especially for those planning to implement resource recovery facilities in the near future.

However, to assume that there is no disposal problem would be an oversimplification. While many cities do have existing sites with a good deal of remaining capacity, the existing sites may be remote, environmentally unsound, or very costly to operate.

For those cities in the critical situation of running out of landfill space within three years there are a number of alternatives for extending the life of present landfill.

The least costly method is to implement a separate newspaper collection service. By pulling out the 10 to 20% of the waste stream consisting of newsprint, landfill life can be extended. The price of newsprint fluctuates greatly in the scrap market; when prices are high a profit can be realized. When prices are low an efficient operation can still break even.

Another alternative is to keep piling the refuse in layers above the land surface. This approach was used in Virginia Beach, Virginia, to extend its landfill by five years. A 60-foot hill was created which will be used for a 10,000-seat amphitheatre and soap box derby coasting ramp.

San Diego, California, and St. Paul, Minnesota, have experimented with the use of balers. By compacting the refuse into bales, densities of up to 1,825 pounds per cubic yard can be achieved as compared with 900 pounds per cubic yard in conventional landfill. The bales are then placed in the landfill and require some cover. Although costly, this process does extend the life of the landfill.

Another method of source reduction is the use of shredders. Shredding, grinding, pulverizing, or milling mixed refuse can extend landfill life from 35 to 50%. In addition to volume reduction, there is no need for daily cover of shredded refuse. The solid waste survey identified 31 cities presently using shredders. They are used as the first step of many resource recovery processes. The location of shredders varies, with 48% at landfill sites, 6% at transfer stations, 13% at incinerators, 16% at resource recovery facilities, and 16% elsewhere (no table shown).

Sanitary Landfills. There are many differences between an open dump and a sanitary landfill, yet many people continue to refer to dumps as landfills.

> Sanitary landfilling is an engineered method of disposing of solid waste on land in a manner that minimizes environmental hazards by spreading the solid wastes in thin layers, compacting the solid wastes to the smallest practical volume, and applying and compacting cover material at the end of each operating day.[4]

The solid waste survey identified the most common practices being used by cities to ensure that the landfill is being operated according to standards. Techniques being used to protect the environment were also identified. Some landfill practices used in the largest municipally operated landfills are presented in Table 4/13.

The Environmental Protection Agency recommends that refuse be covered daily with six inches of soil unless the refuse is shredded first. Of the 442 cities responding, 89% reported that they use regular cover every day; 3% use cover every other day, while 7% use cover less frequently. In a technical sense, the 10% which do not use daily cover should not be classified as sanitary landfills.

There are two potentially dangerous products resulting from sanitary landfills: methane gas and leachate. When solid waste decomposes in a landfill gases are produced. The most common are methane, carbon dioxide, nitrogen, hy-

Table 4/12 REMAINING LIFETIME IN LANDFILLS

Classification	No. of cities reporting (A)	Remaining lifetime							
		Less than one year		One to two years		Three to four years		Five or more years	
		No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)
Total, all cities	754	39	5	128	17	85	11	502	67
Population group									
Over 500,000	12	0	0	2	17	3	25	7	58
250,000-500,000	18	0	0	2	11	2	11	14	78
100,000-249,999	55	3	5	6	11	4	7	42	76
50,000- 99,999	117	6	5	16	14	20	17	75	64
25,000- 49,999	182	11	6	34	19	22	12	115	63
10,000- 24,999	370	19	5	68	18	34	9	249	67
Geographic region									
Northeast	166	8	5	31	19	24	14	103	62
North Central	211	8	4	39	18	30	14	134	64
South	224	18	8	47	21	18	8	141	63
West	153	5	3	11	7	13	8	124	81
Metro/city type									
Central	188	11	6	29	15	23	12	125	66
Suburban	354	19	5	57	16	49	14	229	65
Independent	212	10	5	42	20	13	6	146	69
Form of government									
Mayor-council	217	9	4	38	18	26	12	144	66
Council-manager	471	26	6	74	16	49	10	322	68
Commission	30	1	3	7	23	5	17	17	57
Town meeting	21	3	14	4	19	3	17	11	52
Rep. town meeting	15	0	0	5	33	2	13	8	53

drogen, and hydrogen sulfide. Methane is the most dangerous because in high concentrations it is explosive. If methane is allowed to dissipate into the air it presents no problems. However, methane can travel laterally and collect in buildings and sewers. The easiest way to minimize the danger is to surround the site with a gravel-filled trench. Venting pipes in the fill area can also be effective. Only 7% of cities responding indicated methane gas control at their sites (Table 4/13). This absence of methane control represents a very hazardous potential problem which, however, can be eliminated at a relatively low cost.

> The other dangerous by-product of a landfill is leachate. Groundwater or infiltrating surface water moving through solid waste can produce leachate, a solution containing dissolved and finely suspended solid matter and microbial waste products. Leachate may leave the fill at the ground surface as a spring or percolate through the soil and rock that underlie and surround the waste.[5]

In a properly designed landfill the dangers of leachate polluting the groundwater supply can be minimized by the construction of an impermeable membrane or liner before the refuse is deposited. This prevents leachate from seeping into the water supply and allows for leachate to be collected and treated. Another technique for leachate control is to contour the landfill surface so that surface water is carried away and thus prevented from percolating through the refuse.

The survey shows that 29% of cities reporting provide for leachate control and 8% have leachate treatment. Only 5% of the reporting cities have sites with an impermeable membrane (Table 4/13). Over half of the sites with impermeable membranes are located in the South, where water tables are very high, sometimes only a few feet below the surface.

Approximately half of the municipally operated landfill sites are operated on the basis of a formal design and operations plan prepared by an engineer (Table 4/13).

> An operations plan is essentially the specification for construction and it should contain all items required to construct the sanitary landfill. It should describe: (1) hours of operation; (2) measuring procedures; (3) traffic flow and unloading procedures; (4) designation of specific disposal areas and methods of handling and compacting various solid wastes; (5) placement of cover material; (6) maintenance procedures; (7) adverse weather operations; (8) fire control; (9) litter control; (10) salvaging operations, if permitted.
>
> Proper operation calls for drawing up a comprehensive plan that spells out routine procedures and anticipates abnormal situations.[6]

SUMMARY

The present survey is the most current one and the most comprehensive taken in a decade. The results merit considerable attention. Some of the key issues and practices identified in the survey include:

1. Of all municipalities responding, 61% operate a residential collection system. It had previously been estimated that the mix between public and private residential systems was about 50/50.
2. The trend towards once a week collection of mixed refuse is continuing. Presently, 53% of the cities have once a week collection versus 40% providing twice a week collection.
3. Close to half of the cities now require curbside pickup of refuse.
4. The average refuse collection crew consists of three men. This is true both in communities with back door service and in those with curbside pickup. A commonly held assumption has been that the switch to curbside collection would result in a reduction in crew size.
5. Resource recovery facilities, while not widespread at this time, are being planned by many communities. Currently, 166 cities have plans to implement a capital intensive resource recovery facility within the next five years.
6. Despite commonly held views, most of the nation's cities have planned well in acquiring landfill sites. Some two-thirds of the respondents with municipally operated landfills have over five years of remaining landfill capacity.
7. While most of the landfills in the country receive daily cover, few have methane gas control safeguards and many are not dealing effectively with the potential hazards of leachate.

The data gathered from this survey, while the most comprehensive and current available, must be used properly. They are not intended to identify the "one best solid waste system," nor to indicate whether a particular city has an efficient system. However, the results do present practices for cities with the same population size, form of government, city type, and regional classification, which provides for a means of identifying cities that differ significantly from the mean. This can be very useful, since it is often difficult for a city to determine how its systems compare with others — a necessary first step for instituting study and the implementation of new and/or improved systems.

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[1] Robert A. Colonna and Cynthia McLaren, eds., *Decision-Makers Guide in Solid Waste Management* (Washington, D.C.: U.S. Environmental Protection Agency, 1974), pp. 22-23.

[2] Ralph Stone & Company, Inc., *A Study of Solid Waste Collection Systems Comparing One-Man with Multi-Man Crews* (Washington, D.C.: U.S. Environmental Protection Agency, 1969).

[3] Colonna and McLaren, *Decision-Makers Guide,* p. 75.

[4] Ibid., p. 111.

[5] Dirk R. Brunner and Daniel J. Keller, *Sanitary Landfill, Design and Operation* (Washington, D.C.: U.S. Environmental Protection Agency, 1972), p. 3.

[6] Ibid., p. 31.

Table 4/13 LANDFILL PRACTICES IN MUNICIPALLY OPERATED LANDFILLS[1]

Classification	No. of cities reporting (A)	Landfill practices in use																	
		Methane gas control		Leachate control		Leachate treatment		Impermeable membrane		Litter control		Formal design and plan[2]		Daily cover		Every other day cover		Less frequent cover	
		No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)
Total, all cities	442	33	7	130	29	35	8	23	5	291	66	218	49	392	89	13	3	30	7
Population group																			
Over 500,000	10	3	30	4	40	2	20	0	0	9	90	8	80	9	90	0	0	1	10
250,000-500,000	9	2	22	4	44	1	11	1	11	8	89	6	67	8	89	0	0	1	11
100,000-249,999	35	7	20	14	40	3	9	4	11	27	77	17	49	31	89	1	3	3	9
50,000- 99,999	62	4	6	23	37	4	6	9	15	44	71	35	56	55	89	2	3	6	10
25,000- 49,999	105	2	2	31	30	8	8	3	3	70	67	51	49	95	90	2	2	6	6
10,000- 24,999	221	15	7	54	24	17	8	6	3	133	60	101	46	194	88	8	4	13	6
Geographic region																			
Northeast	102	9	9	33	32	10	10	5	5	64	63	53	52	89	87	3	3	7	7
North Central	109	6	6	35	32	7	6	5	5	70	64	51	47	98	90	2	2	4	4
South	170	11	6	47	28	14	8	12	7	111	65	81	48	155	91	4	2	12	7
West	61	7	11	15	25	4	7	1	2	46	75	33	54	50	82	4	7	7	11
Metro/city type																			
Central	124	14	11	46	37	12	10	14	11	95	77	68	55	112	90	1	1	12	10
Suburban	163	8	5	40	25	8	5	4	2	97	60	73	45	145	89	7	4	6	4
Independent	155	11	7	44	28	15	10	5	3	99	64	77	50	135	87	5	3	12	8
Form of government																			
Mayor-council	122	7	6	41	34	10	8	4	3	67	55	53	43	107	88	3	2	9	7
Council-manager	271	24	9	79	29	22	8	17	6	193	71	146	54	242	89	8	3	17	6
Commission	20	0	0	3	15	0	0	0	0	13	65	6	30	17	85	1	5	2	10
Town meeting	17	1	6	5	29	3	18	2	12	11	65	9	53	16	94	0	0	1	6
Rep. town meeting	12	1	8	2	17	0	0	0	0	7	58	4	33	10	83	1	8	1	8

[1] Data presented in this table refer only to the largest landfill in cities reporting municipally operated landfills.

[2] These are operations based on formal design and operating plan prepared by an engineer.

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F Directories

1 The Year Book Directories

2 Professional and Service Organizations Serving Local and State Governments

F1

The Year Book Directories

The directories in this section of the Year Book contain the names of municipal officials in the United States and Canada as reported in the fall of 1974. In addition, this section includes directories for state municipal leagues, provincial associations and unions in Canada, state agencies for community affairs, provincial agencies for local affairs in Canada, state associations of counties, appointed county administrators, and council of governments directors.

The names of municipal managers and other chief appointed management executives for the United States and Canada are shown in Directories 1/6, 1/7, 1/8, and 1/9. An asterisk (*) after the municipality name in these directories designates municipalities that have been recognized by the International City Management Association (ICMA) as ". . . having the council-manager form of local government," and a check mark (√) designates municipalities that have been recognized by ICMA as ". . . having a position of overall general management." Further information on these places, including legal basis, title of position, form and year of recognition, plus the number of administrators and information on the current administrator is presented in the annual ICMA publication *The Municipal Management Directory;* only municipalities (including counties) and councils of governments recognized by ICMA are listed in this directory. Additional information can also be found in ICMA's *The Municipal Assistants Directory.*

Information in Directories 1/1 through 1/5 was obtained from: the National League of Cities (1/1), the Canadian Federation of Mayors and Municipalities (1/2 and 1/4), the National Governors' Conference (1/3), and the National Association of Counties (1/5), and is current as of October 1, 1974. Information for Directory 1/9 was obtained by a Year Book mail-out to all cities over 2,500 and to recognized council-manager or general management places under 2,500 in July 1974. The names for Directories 1/6 and 1/7 were obtained from records of the International City Management Association. The Canadian Federation of Mayors and Municipalities provided the information for Directory 1/8.

The phone numbers in Directories 1/6 and 1/9, preceded by the area code, are for either the city hall, municipal building or county building, or for some municipal or county official such as the manager, clerk, or mayor, and were obtained by the Year Book mailing.

State Municipal Leagues. Directory 1/1 shows 51 state leagues of municipalities serving 49 states. (Pennsylvania has separate leagues serving cities and boroughs, the New England Municipal League is listed under New Hampshire, and Hawaii does not have a league.) Information includes league address, name of the executive director, year organized, and number of member cities. State municipal leagues provide a wide range of research, consultation, training, publications, and legislative representation services for their cities.

State Agencies for Community Affairs. Directory 1/3 presents the name, address, and telephone number of each agency for community affairs in the United States and the name of the executive director or head of the agency. These agencies of the state governments offer a variety of research, financial information, and coordination services for cities and other local governments.

State Associations of Counties. Directory 1/5 shows the name, address, name of executive director, and year organized for 50 county associations serving 46 states. (Two associations serve Illinois, Kansas, Washington, and Wyoming; 4 states do not have associations: Connecticut, Delaware, Rhode Island, and Vermont.) Like their municipal league counterparts, these associations provide a wide range of research, training, consultation, publications, and legislative representation services.

Municipal Officials in U.S. Cities. Directory 1/9 lists all incorporated places in the United States over 2,500, and those places recognized by ICMA under 2,500 population, alphabetically by state. It shows their current form of government, the population according to the 1970 Census of Population, name of the mayor and the month and year his term expires, appointed administrator and year appointed, city clerk, finance officer, fire chief, police chief, public works director, and municipal phone number. An asterisk (*) in the population column means that the population of the place is under 500. Immediately preceding the directory, Tables 1 and 2 present aggregate data on the sex and race/ethnicity of persons holding the above named positions.

Appointed County Administrators. Directory 1/6 lists counties recognized by ICMA as having either the council-manager plan or a position of overall general management and shows the appointed chief administrator and year appointed, and the county telephone number.

Directors of Councils of Governments. Directory 1/7 gives the official name of the council of governments, the director and year he was appointed, and the telephone number for COGs recognized by ICMA.

Canadian Directories. Directories 1/2, 1/4, and 1/8, respectively, show provincial associations and unions serving municipal governments; provincial agencies for urban and local affairs; and mayors, appointed administrators, and city clerks.

Other Local Government Directories. The names of municipal officials not reported in the Year Book are available in many states through directories published by state municipal leagues and state associations of counties. Names and addresses of these leagues and associations are shown in Directories 1/1 and 1/5 below. In some states the secretary of state, the state agency for community affairs (Directory 1/3), or another state agency publishes a directory which includes municipal and county officials. In addition, several directories with national coverage are published for health officers, welfare workers, housing and urban renewal officials, and other professional groups.

Directory 1/1 STATE MUNICIPAL LEAGUES

State	Name of league and headquarters address	Name and title of executive director[1]	Phone number	Year first effort to cooperate[2]	Year first organized[3]	Number member cities
Alabama	Alabama League of Municipalities, P.O. Box 1270, Montgomery 36102	John F. Watkins, ED	205 262-2566	1914	1930	336
Alaska	Alaska Municipal League, 204 North Franklin, Suite 1, Juneau 99801	Don M. Berry, ED	907 586-1325	1950	1950	41
Arizona	League of Arizona Cities and Towns, 1820 West Washington, Phoenix 85007	John J. DeBolske, ED	602 258-5786	1925	1937	65
Arkansas	Arkansas Municipal League, P.O. Box 38, North Little Rock 72115	Don Zimmerman, ED	501 758-1610	1917	1934	412

Directory 1/1 continued STATE MUNICIPAL LEAGUES

State	Name of league and headquarters address	Name and title of executive director[1]	Phone number	Year first effort to cooperate[2]	Year first organized[3]	Number member cities
California	League of California Cities, 1108 "O" Street, Sacramento 95814	Don Benninghoven, ED	916 444-5790	1898	1898	408
Colorado	Colorado Municipal League, 4800 Wadsworth Boulevard, Suite 204, Wheat Ridge 80033	Kenneth G. Bueche, ED	303 421-8630	1900	1923	216
Connecticut	Connecticut Conference of Mayors, 956 Chapel Street, New Haven 06510	Joel Cogen, ED	203 772-2168	....	1968	41
Delaware	Delaware League of Local Governments, P.O. Box 484, Dover 19901	Leon deValinger, Jr., ED	302 678-0991	1965	1965	52
Florida	Florida League of Cities, P.O. Box 2744, Tallahassee 32304	Raymond C. Sittig, ED	904 576-0141	1922	1922	362
Georgia	Georgia Municipal Association, 220-10 Pryor Street Building Atlanta 30303	W. Elmer George, ED	404 688-0472	1916	1934	370
Idaho	Association of Idaho Cities, 1402 Broadway, Boise 83706	Floyd A. Decker, ED	208 344-8594	1918	1941	185
Illinois	Illinois Municipal League, 1220 South 7th Street, Springfield 62703	Steven Sargent, ED	217 525-1220	1899	1914	908
Indiana	Indiana Association of Cities and Towns, 408 ISTA Center, 150 West Market Street, Indianapolis 46204	Ivan H. Brinegar, ED	317 635-8616	1891	1899	353
Iowa	League of Iowa Municipalities, 444 Insurance Exchange Building, Des Moines 50309	Robert E. Josten, ED	515 288-2119	1898	1898	850
Kansas	League of Kansas Municipalities, 112 West 7th Street, Topeka 66603	E. A. Mosher, ED	913 CE 4-3437	1910	1910	478
Kentucky	Kentucky Municipal League, Suite 229, Commerce Building, University of Kentucky, Lexington 40506	Glenn Lovern, ED	606 257-2785	1929	1929	132
Louisiana	Louisiana Municipal Association, White House Inn, Suite 100, Baton Rouge 70821	Charles Pasqua, ED	504 343-9571	1935	1937	298
Maine	Maine Municipal Association, Local Government Center, Community Drive Augusta 04330	John Salisbury, ED	207 623-8429	1936	1936	450
Maryland	Maryland Municipal League, 76 Maryland Avenue, Annapolis 21401	John Robinson, ED	301 268-5514	1937	1948	133
Massachusetts	Massachusetts League of Cities and Towns, 6 Beacon Street, Suite 900 Boston 02108	Kennedy Shaw, ED	617 742-2334	1961	1961	148
Michigan	Michigan Municipal League, 1675 Green Road, Ann Arbor 48106	Robert E. Fryer, D	313 662-3246	1899	1899	454
Minnesota	League of Minnesota Municipalities, 300 Hanover Building, 480 Cedar Street, Saint Paul 55101	Dean A. Lund, ED	612 222-2861	1903	1913	732
Mississippi	Mississippi Municipal Association, 230 Sun-N Sand Building, Jackson 39202	W. J. Caraway, EVP	601 353-5854	1918	1936	276
Missouri	Missouri Municipal League, 1913 William Street, Jefferson City 65101	Jay T. Bell, ED	314 635-9134	1914	1927	372
Montana	Montana League of Cities and Towns, P.O. Box 1704, Helena 59601	Dan K. Mizner, ED	406 442-8768	1910	1932	120
Nebraska	League of Nebraska Municipalities, 1320 J Street, Lincoln 68508	David Chambers, ES	402 432-2829	1910	1910	372
Nevada	Nevada League of Cities, P.O. Box 2307, Carson City 89701	Robert Warren, ED	702 882-2121	....	1950	16
New Hampshire	New England Municipal Center, P.O. Box 39, Durham 03824	Karl A. VanAsselt, ED	603 868-5000	....	....	....
	New Hampshire Municipal Association, P.O. Box 617, Concord 03301	David Coeyman, Acting ED	603 224-7447	1955	1961	197
New Jersey	New Jersey State League of Municipalities, 433 Bellevue Avenue, Room D-403, Trenton 08618	Robert H. Fust, ED	609 695-3481	1915	1915	564
New Mexico	New Mexico Municipal League, P.O. Box 846, Santa Fe 87501	Frank Coppler, ED	505 982-5573	....	1958	73
New York	New York State Conference of Mayors, 6 Elk Street, Albany 12207	Raymond J. Cothran, ED	518 463-1185	1910	1910	464
North Carolina	North Carolina League of Municipalities, P.O. Box 3069, Raleigh 27602	S. Leigh Wilson, ED	919 834-1311	1908	1922	393
North Dakota	North Dakota League of Cities, P.O. Box 2235, Bismarck 58501	Arne Boyum, ED	701 223-3518	1912	1927	323
Ohio	Ohio Municipal League, 60 East Broad Street, Columbus 43215	John Coleman, ED	614 221-4349	1912	1952	623
Oklahoma	Oklahoma Municipal League, 4040 Lincoln Boulevard, Oklahoma City 73105	Donald C. Rider, ED	405 427-6546	1913	1913	359

Directory 1/1 continued STATE MUNICIPAL LEAGUES

State	Name of league and headquarters address	Name and title of executive director[1]	Phone number	Year first effort to cooperate[2]	Year first organized[3]	Number member cities
Oregon	League of Oregon Cities, P.O. Box 928, Salem 97308	Donald L. Jones, ES	503 685-6987	1913	1913	232
Pennsylvania	Pennsylvania League of Cities, P.O. Box 5096, Harrisburg 17110	Richard Marden, ED	717 236-9469	1900	1900	51
	Pennsylvania State Association of Boroughs, 2941 North Front Street, Harrisburg 17110	Charles F. LeeDecker, EVP	717 236-9526	1900	1911	760
Rhode Island	Rhode Island League of Cities and Towns, 150 Francis Street, Providence 02903	Joseph T. McDevitt, ED	401 272-3434	1959	1965	39
South Carolina	Municipal Association of South Carolina, P.O. Box 306, Columbia 29202	J. McDonald Wray, EVP	803 256-8368	1936	1939	260
South Dakota	South Dakota Municipal League, 222 East Capitol, Pierre 57501	Ronald F. Williamson	605 224-8654	1925	1935	297
Tennessee	Tennessee Municipal League, 226 Capitol Boulevard, Nashville 37219	Herbert J. Bingham, ED	615 255-6416	1913	1940	279
Texas	Texas Municipal League, 1020 Southwest Tower, Austin 78701	Richard Brown, ED	512 478-6601	1913	1913	735
Utah	Utah League of Cities and Towns, 10 West Broadway, Suite 304-307, Salt Lake City 84101	Bennie Schmiett, ED	801 364-4143	1907	1907	187
Vermont	Vermont League of Cities and Towns, 118 Main Street Montpelier 05602	Robert B. Stewart, ED	802 229-9111	1967	1967	233
Virginia	Virginia Municipal League, 700 Travelers Building, 1108 East Main Street, Richmond 23219	Julian F. Hirst, ED	804 643-0264	1905	1905	212
Washington	Association of Washington Cities, 4719 Brooklyn Avenue, N.E., Seattle 98105	Kent Swisher, ED	206 543-9050	1910	1910	265
West Virginia	West Virginia Council of Towns and Cities, 1615 Washington Street, East, Charleston 25311	Betty Dean, ED	304 343-9201	1917	1935	145
Wisconsin	League of Wisconsin Municipalities, 122 West Washington Avenue, Madison 53703	Ed Johnson, ED	608 255-7291	1898	1898	526
Wyoming	Wyoming Association of Municipalities, P.O. Box 2535 Cheyenne 82001	Walter Kingham, ED	307 632-0398	....	1952	80

[1] Titles abbreviated as follows: AD, Associate Director; ED, Executive Director; ES, Executive Secretary; EVP, Executive Vice President; D, Director.

[2] The date in this column refers in most instances to the beginning of a loosely knit organization of cities on a corporate basis for the purpose of presenting municipal problems before the legislature.

[3] This date is the year when an active organization, as now known, was established.

Directory 1/2 PROVINCIAL ASSOCIATIONS AND UNIONS IN CANADA

Province	Association/union	President, phone number	Permanent officer, phone number
Alberta	Alberta Association of Municipal Districts and Counties	George Whitehead, P.O. Box 121, Claresholm 403 235-3351	J. D. Edworthy, Secretary-Manager, 8230 105 Street, Edmonton, T6E 4X8 403 433-4461
	Alberta Urban Municipalities Association	J. Clark, Box 1970, Fort Saskatchewan TOB IPO	E. Newman, Executive Secretary, 10145 104 Street, Edmonton, T5J 1A7 403 422-4331
British Columbia	Union of British Columbia Municipalities	Mayor R. G. Marks, P.O. Box 340, 100 Mile House 604 395-2434	C. S. J. McKelvey, Executive Director, 204-604 Blackford Street, New Westminster 604 526-4447
Manitoba	Manitoba Association of Urban Municipalities	Councillor R. A. Steen, City Hall, Winnipeg 204 942-7238	G. F. Saunders, Executive Director, 203-377 Henderson Hwy., Winnipeg, R2K 2H2 204 667-6585

Directory 1/2 PROVINCIAL ASSOCIATIONS AND UNIONS IN CANADA continued

Province	Association/union	President, phone number	Permanent officer, phone number
Manitoba (cont'd)	Union of Manitoba Municipalities	Reeve A. T. Chapman, R. R. #2, Brandon 204 728-7369	J. C. Scott, Secretary Manager, Box 536, Portage la Prairie 204 857-8666
New Brunswick	Association of New Brunswick Villages	Mayor A. Levesque, St. Quentin, Madawaska City	Mayor W. Robichaud, Secretary, Rogersville, Kent City 506 775-2518
	Cities of New Brunswick	Councillor S. Campbell, City Hall, Moncton 506 854-3333	E. MacLean, Act. Secretary-Treasurer, City Hall, Moncton 506 854-3333
	New Brunswick Towns Association	Mayor R. Moffatt, Town Hall, Woodstock 506 328-3307	A. J. Savoie, Secretary, 280 St. John Street, Bathurst, E2A 1E7 506 546-3778
Newfoundland and Labrador . .	Newfoundland and Labrador Federation of Municipalities	Mayor D. C. Hollett, P.O. Box 343, Burin 709 891-1865	W. B. Titford, Executive Director, P.O. Box 5756, St. John's 709 726-1670
Northwest Territories	Northwest Territories Association of Municipalities	Mayor D. M. Stewart, P.O. Box 1306, Hay River 403 875-6522	D. B. Reesor, Executive Secretary, P.O. Box 580, Yellowknife 403 873-8359
Nova Scotia	Union of Nova Scotia Municipalities	Mayor D. A. Munroe, Town Hall, P.O. Box 784, Glace Bay 902 849-5541	E. Vaughan, Exec. Director, 1657 Barrington Street, Halifax, B3J 2A1 902 423-7005
Ontario	Association of Counties and Regions of Ontario	Reeve G. Pleasance, Town of Simcoe, 31 Foster Street, Simcoe, N3Y 2C3 519 426-6820	Caroline Ion, Exec. Secretary-Treas., 356 Bay Street, Orillia, L3V 3X4 705 325-5064
	Association of Municipalities of Ontario	Mayor D. P. Meston City Hall, Waterloo, 519 576-2420	MacD. Dunbar, Executive Director, Royal York Hotel, Toronto, M5J 1E3 416 864-1033
	Ontario Association of Rural Municipalities	Reeve J. Cochran, P.O. Box 968, Almonte 613 256-3633	Caroline Ion, Secretary-Treasurer, 456 Bay Street, Orillia, L3V 3X4 705 325-5064
Prince Edward Island	Federation of Prince Edward Island Municipalities	Mayor G. C. Bell, Town Hall, Borden 902 855-2030	J. E. Cameron, Secretary-Treasurer, 302 Beaver Street, Summerside, C1N 2A3 902 436-2568
Québec	Union des Conseils de Comtés du Québec	Jean-Marie Moreau, 1081 route Marie-Victorin, Verchères 514 583-3077	André Nadeau, Secrétaire-général, 2835, chemin Gomin, Ste.-Foy, Québec 10 418 651-3343
	Union des Municipalités du Québec	Maire M. Paradis, Hôtel de Ville, Alma, G8B 1G6 418 662-6501	Robert Boiteau, Directeur-général, 922 est rue Liège, Montréal 352 514 387-2576
Saskatchewan	Saskatchewan Association of Rural Municipalities	C. S. Mitchell, P.O. Box 284, Sturgis, SOA 4AO 306 548-4716	L. Wilkinson, Secretary, 403 McCallum-Hill Bldg., Regina, S4P 2G9 306 522-1647

Directory 1/2 PROVINCIAL ASSOCIATIONS AND UNIONS IN CANADA
continued

Province	Association/union	President, phone number	Permanent officer, phone number
Saskatchewan (cont'd)	Saskatchewan Urban Municipalities Association	Mayor T. A. Hart, Town Hall, Weyburn, S4H 2K6 306 842-5481	J. D. Conor, Executive Secretary, 1950 Broad Street, Regina, S4P 1X9 306 523-8550
Yukon	Association of Yukon Municipalities	Mayor P. Lucier, 2121 Second Ave., Whitehorse, Y1A 1C2 403 667-6401	R. Couture, Secretary-Treasurer, Box 569, Faro, YOB 1KO

Directory 1/3 STATE AGENCIES FOR COMMUNITY AFFAIRS IN THE UNITED STATES

State	Agency, address, and telephone number	Name and title of executive director
Alabama	Alabama Development Office, State Office Building, Room 502, Montgomery 36104 (205) 269-7171	R. C. Bamberg Director
Alaska	Department of Community and Regional Affairs, Pouch AB, Juneau 99801 (907) 586-6221	Byron I. Mallot Director
Arizona	Department of Economic Planning and Development, Room 428, 1645 West Jefferson, Phoenix 85011 (602) 271-5371	William F. Kane Acting Executive Director
Arkansas	Department of Planning, 400 Train Station Square, Victory at Markham, Little Rock 72201 (501) 371-1211	Charles T. Crow Director
California	Office of Planning and Research, 1400 10th Street, Sacramento 95814 (916) 445-7866	Robert J. DeMonte Director
Colorado	Department of Local Affairs, Room 208, 1550 Lincoln Street, Denver 80203 (303) 892-2771	J. D. Arehart Executive Director
Connecticut	Commission on Community Affairs, 1179 Main Street, P.O. Box 786, Hartford 06101 (203) 566-3318	Susan Hobbie Bennett Commissioner
Delaware	Department of Community Affairs, State House Annex, Dover 19901 (302) 678-4456	John D. Daniello Secretary
Florida	Department of Community Affairs, 2571 Executive Center Circle East, Tallahassee 32301 (904) 488-8466	Edward J. Trombetta Secretary
Georgia	Department of Community Development, P.O. Box 38097, Atlanta 30334 (404) 656-3558	Louis W. Truman Commissioner
Hawaii	Human Resources, Office of the Governor, State Capitol Building, Honolulu 96813 (808) 548-2211	Hirobumi Uno Special Assistant
Idaho	Bureau of State Planning and Community Affairs, Room 122, State House, Boise 83720 (208) 384-2287	Robert N. Wise Chief
Illinois	Department of Local Government Affairs, Room 201, 303 East Monroe, Springfield 62706 (217) 782-6436	Frank A. Kirk Director
Indiana	Community Services, Room 315, 100 North Senate, Indianapolis 46204 (317) 633-5488	Don Henry Directory
Iowa	Division of Municipal Affairs, 523 East 12th, Des Moines 50319 (515) 281-5888	Robert F. Tyson Director
Kansas	Urban and Community Affairs, Office of the Governor, 2nd Floor, State Capitol Building, Topeka 66612 (913) 296-3232	Theodore A. Sanborn Special Assistant
Kentucky	Office for Local Government, Room 302, Capitol Annex, Frankfort 40601 (502) 564-3840	Allan D. Spader Executive Director
Louisiana	Commission on Intergovernmental Relations, P.O. Box 44455, Baton Rouge 70804 (504) 389-5666	Leon Tarver Executive Director
Maine	Department of Commerce and Industry, State House, Augusta 04330 (207) 289-2656	James K. Keefe Commissioner
Maryland	Department of Economic and Community Development, 2525 Riva Road, Annapolis 21401 (301) 267-5176	Joe Anastasi Secretary
Massachusetts	Community Development, State Office Building, 100 Cambridge Steet, #1303, Boston 02202 (617) 727-7765	Thomas I. Atkins Secretary
Michigan	Office of the Governor, State Capitol, Lansing 48903 (517) 373-3400	Beverly K. Osmon Special Assistant
Minnesota	Office of Local and Urban Affairs, Minnesota State Planning Agency, St. Paul 55101 (612) 296-3091	James Solem Director
Mississippi	Research and Development Center, P.O. Drawer 2470, Jackson 39205 (601) 982-6606	Kenneth C. Wagner Director
Missouri	Department of Community Affairs, 505 Missouri Boulevard, Jefferson City 65101 (314) 751-4114	Alfred C. Sikes Director
Montana	Planning and Economic Development Division, Capitol Station, Helena 59601 (406) 449-2400	Hal Price Administrator
Nebraska	Division of Community Affairs, Department of Economic Development, Box 94666, State Capitol, Lincoln 68509 (402) 477-8984	Ronald Mertens Director
Nevada	State Planning Board, Room 306, Legislative Building, 401 South Carson Street, Carson City 89701 (702) 885-4870	William F. Hancock Manager

Directory 1/3 continued STATE AGENCIES FOR COMMUNITY AFFAIRS IN THE UNITED STATES

State	Agency, address, and telephone number	Name and title of executive director
New Hampshire	Office of the Governor, Room 404, 3 Capitol Street, Concord 03301 (603) 271-2121	James Moulton Coordinator of Federal Funds
New Jersey	Department of Community Affairs, 363 West State Street, Trenton 08625 (609) 292-6420	Patricia Sheean Commissioner
New Mexico	State Planning Office, Room 403, Executive-Legislative Building, Santa Fe 87501 (505) 827-2315	David W. King State Planning Officer
New York	State Office for Local Government, Empire State Plaza Agency Building #4, Albany 12223 (518) 474-8478	Sal Prezioso Commissioner
North Carolina	Department of Community Assistance, P.O. Box 27687, Raleigh 27611 (919) 829-3174	Robert Ewing Director
North Dakota	North Dakota State Planning Division, 4th Floor, State Capitol, Bismarck 58505 (701) 224-2818	Jack Neckels Director
Ohio	Department of Economic and Community Development, 25th Floor, 30 East Broad, Columbus 43215 (614) 466-3379	David C. Sweet Director
Oklahoma	Office of Community Affairs and Planning, 4901 North Lincoln Boulevard, Oklahoma City 73105 (405) 521-2881	John Montgomery Administrator
Oregon	Local Government Relations Division, Executive Department, 240 Cottage, S.E., Salem 97310 (503) 378-3732	Robert K. Logan Administrator
Pennsylvania	Department of Community Affairs, 216 South Office Building, Harrisburg 17120 (717) 787-7160	William H. Wilcox Secretary
Rhode Island	Department of Community Affairs, 150 Washington Street, Providence 02903 (401) 277-2850	Frederick G. Williamson Director
South Carolina	Division of Local Government, State House, Columbia 29201 (803) 758-3606	Woody Brooks Coordinator
South Dakota	State Planning Agency, State Capitol, Pierre 57501 (605) 224-3661	Dan Bucks Commissioner
Tennessee	Office of Urban and Federal Affairs, 1312 Andrew Jackson Building, Nashville 37219 (615) 741-2714	James A. Payne Director
Texas	Department of Community Affairs, 611 South Congress, Austin 78711 (512) 475-2431	Ben F. McDonald Director
Utah	Utah Department of Community Affairs, Office of the Governor, 210 State Capitol, Salt Lake City 84114 (801) 328-5236	William Bruhn Executive Director
Vermont	Development and Community Affairs, 109 State Street, Montpelier 05602 (802) 828-3211	Don Webster Secretary
Virginia	Division of State Planning and Community Affairs, 1010 Madison Building, 109 Governor Street, Richmond 23219 (703) 770-3785	Charles A. Christopherson Director
Washington	Office of Community Development, 101 Insurance Building, Olympia 98504 (206) 753-2200	Richard Hempstead Director
West Virginia	Planning and Development, Room 150, Rotunda, Office of Federal-State Relations, State Capitol, Charleston 25305 (304) 348-2246	Robert Gall Director
Wisconsin	Department of Local Affairs and Development, 123 West Washington Avenue, Madison 53702 (608) 266-1018	Charles M. Hill, Sr. Secretary
Wyoming	State-Federal Relations, 2414 Carey Avenue, Cheyenne 82002 (307) 777-7611	Charles G. Newton Director

Directory 1/4 PROVINCIAL AGENCIES FOR MUNICIPAL AFFAIRS IN CANADA

Province	Minister, address	Phone number
Alberta	Hon. David J. Russell, Minister of Municipal Affairs, 224 Municipal Affairs Building Edmonton	403 229-3002
British Columbia	Hon. James Gibson Lorimer, Minister of Municipal Affairs, Parliament Building, Victoria	604 387-3200
Manitoba	Hon. Howard Pawley, Minister of Municipal Affairs, Legislative Building, Winnipeg	204 946-7233
New Brunswick	Hon. Horace B. Smith Minister of Municipal Affairs, Centennial Building, Fredericton	506 475-7711
Newfoundland	Hon. H. R. V. Earle, Minister of Municipal Affairs and Housing, Confederation Building, St. John's	709 722-0711
Nova Scotia	Hon. J. F. Mooney, Minister of Municipal Affairs, Province House, Halifax	902 424-5550
Ontario	Hon. John White, Minister of Intergovernmental Affairs, 801 Bay Street, Toronto	416 965-1664
Prince Edward Island	Hon. G. R. Clements, Minister of Community Services, P.O. Box 2000, Charlottetown	902 892-3561
Québec	L'hon. Victor Goldbloom, 1995, boul, Charest, ouest, Ste. Foy	418 643-2040
Saskatchewan	Hon. E. I. Wood, Minister of Municipal Affairs, Government Administration Building Regina	306 523-7745

Directory 1/5 STATE ASSOCIATIONS OF COUNTIES

State	State association and address	Phone number	Name and title of executive director	Year first organized
Alabama	Association of County Commissioners of Alabama, 660 Adams Avenue, Montgomery 36104	205 263-7594	O. H. Sharpless Executive Director	1929
Alaska	Alaska Municipal League, Municipal Building, 204 North Franklin, Juneau 99801	907 586-6526	Don M. Berry Executive Director	....
Arizona	Arizona Association of Counties, 3001 W. Indian School Road, Eaton Plaza Bldg., #303, Phoenix 85004	602 277-7444	Richard W. Casey Executive Director	1967
Arkansas	Arkansas Association of County Judges, Suite 118, National Old Line Building, Little Rock 72201	501 372-7550	Carl Madsen Acting Director	1970
California	County Supervisors Association of California, 11th & L Building, Sacramento 95814	916 441-4011	Richard E. Watson General Counsel and Manager	1885
Colorado	Colorado Counties, Inc., 1500 Grant Street, Denver 80203	303 534-6326	Clark Buckler Executive Director	1907
Florida	State Association of County Commissioners of Florida, P.O. Box 549, Tallahassee 32302	904 224-3148	E. R. Hafner Executive Secretary	....
Georgia	Association of County Commissioners of Georgia, Suite 1120, Carnegie Building, Atlanta 30303	404 522-5022	Hill R. Healan Executive Director	1915
Hawaii	Hawaii State Association of Counties, Room 307, City Hall, Honolulu 96813	808 537-4811	Ron Bennett Executive Director	1958
Idaho	Idaho Association of Commissioners and Clerks, P.O. Box 1623, Boise 83701	208 345-9126	Dean G. Huntsman Executive Director	....
Illinois	Illinois County Boards, 403 West Edwards, Springfield 62704	217 528-5331	Paul Bitschenauer Executive Director	....
	Urban Counties of Illinois, 105 West Adams Street, 30th floor, Chicago 60603	312 346-7500	Arthur Gottschalk Executive Director	....
Indiana	Association of Indiana Counties, 17 West Market Street, 317 Illinois Building, Indianapolis 46204	317 632-7453	Shirl K. Evans, Jr. Executive Director	....
Iowa	Iowa State Association of Counties, 315 East 5th, Des Moines 50309	515 244-7181	Donald Cleveland Executive Director	....
Kansas	Kansas County Commissioner Association, 112 West Seventh Street, Topeka 66603	913 234-3437	E. A. Mosher Executive Director	....
	Kansas Official Council, 112 West Seventh Street, Topeka 66603	913 234-3437	E. A. Mosher Executive Director	....
Kentucky	Kentucky Association of Counties, Fayette County Courthouse, Room 406, Lexington 40507	606 252-4670	Jerry Frockt Executive Director	....
Louisiana	Police Jury Association of Louisiana, Capitol House Hotel, Suite 200, Baton Rouge 70820	504 343-2835	James T. Hays Executive Secretary	1924
Maine	Maine County Commissioners Association, 2 Turner Street, Auburn 04210	207 782-6131	Roland Landry Executive Director	....
Maryland	Maryland Association of Counties, 169 Conduit Street, Annapolis 21401	301 268-5884	Joseph J. Murnane Executive Secretary	1951
Massachusetts	Massachusetts Association of County Officials, P.O. Box 681, Hyannis 02601	617 775-4400	Heyworth Backus Secretary-Treasurer	....
Michigan	Michigan Association of Counties, 319 West Lenawee Street, Lansing 48933	517 372-5374	A. Barry McGuire Executive Director	....
Minnesota	Association of Minnesota Counties, Suite 203, 55 Sherburne Avenue, St. Paul 55103	612 222-5821	Ralph T. Keyes Executive Director	1909
Mississippi	Mississippi Association of Supervisors, P.O. Box 1314, Jackson 39205	601 762-8902	A. J. Foster Presidential Assistant	1940
Missouri	Missouri Association of Counties, P.O. Box 234, 211 E. Capital, Jefferson City 65101	314 634-2120	Tony Hiesberger Executive Director	1940
Montana	Montana Association of Counties, 1802 11th Avenue, Helena 59601	406 442-5209	Dean Zinnecker Executive Director	....
Nebraska	Nebraska Association of County Officials, 521 South 14th Street, Lincoln 68508	402 477-8291	Arnold Ruhnke Executive Director	1937
Nevada	Nevada Association of County Commissioners, Box 23, Luning 89420	....	....	1945
New Hampshire	New Hampshire Association of Counties, 300 Chestnut Street, Manchester 03101	603 669-3315	Richard W. Roulx Executive Secretary	....
New Jersey	New Jersey Association of Chosen Freeholders, Mercer County Administration Building, Box 1777, Trenton 08607	609 394-3467	Jack Lamping Executive Vice President	1921
New Mexico	New Mexico Association of Counties, P.O. Box 1748, Santa Fe 87501	505 983-2101	Philip Larragoite Executive Director	1968
New York	County Officer Association of the State of New York, 150 State Street, Albany 12210	518 465-1473	Herbert H. Smith Executive Director	....
North Carolina	North Carolina Association of County Commissioners, 4th Floor, Wachovia Bank Building, P.O. Box 1488, Raleigh 27602	919 832-2893	John T. Morrisey, Sr. Executive Director	....
North Dakota	North Dakota County Commissioners, 107 4th Avenue, N.W., Mandan 58554	701 663-9831	Roy Young Executive Director	....
Ohio	County Commissioners' Association of Ohio, 41 South High Street, Neil House, M-58, Columbus 43215	614 221-5627	A. R. Maslar Executive Director	1880
Oklahoma	Oklahoma County Commissioners' Association Washita County, Colony 73021	405 347-2590	Harvey Weichel Secretary-Treasurer	....
Oregon	Association of Oregon Counties, P.O. Box 2051, Salem 97308	503 585-8351	P. Jerry Orrick Executive Secretary	....

Directory 1/5 continued STATE ASSOCIATIONS OF COUNTIES

State	State association and address	Phone number	Name and title of executive director	Year first organized
Pennsylvania	Pennsylvania State Association of County Commissioners, 301 Blackstone Building, 112 Market Street, Harrisburg 17101	717 232-7554	C. Robert Budd Executive Director	....
South Carolina	South Carolina Association of Counties, 1227 Main Street, 808 SCN, Columbia 29201	803 252-7255	Bo Shetterly Executive Director	1967
South Dakota	South Dakota Association of County Commissioners, 214 East Capitol, Pierre 57501	605 224-8654	Neal Strand Executive Director	1914
Tennessee	Tennessee County Services Association, 226 Capitol Boulevard Building, Nashville 37219	615 242-5591	D. W. McKinnis, Jr. Executive Director	1954
Texas	Texas Association of Counties, 55 N. Interregional Highway #213, Austin 78702	512 478-8753	Kenneth A. Douglas Executive Director	....
Utah	Utah Association of Counties, 10 Broadway Building, 10 West Broadway, Suite 311, Salt Lake City 84101	801 359-3332	Jack E. Christensen Executive Director	1923
Virginia	Virginia Association of Counties, 402 County Office Building, Charlottesville 22901	804 977-7770	George R. Long Executive Director	1935
Washington	Washington State Association of Counties, Capitol Way Building, Olympia 98501	206 357-5536	Jack Rogers Executive Secretary	....
	Washington State Association of Elected County Officials, Capital Park Building, Room 205, 1063 Capital Way, Olympia 98501	206 943-1812	Lyle T. Watson Executive Secretary	1959
West Virginia	West Virginia Association of County Officials, 1615 Washington St. E., Charleston 25339	304 346-0592	Richard Shelton Executive Director	....
Wisconsin	Wisconsin County Boards Association, Suite 516, 119 Monona Avenue, Madison 53703	608 256-2324	Robert Mortensen Executive Director	1935
Wyoming	Wyoming County Commissioners Association, P.O. Box 3321, University Station, Laramie 82070	307 766-5166	Vincent V. Picard Executive Director	1967
	Wyoming Association of County Officials, P.O. Box 3321, University Station, Laramie 82070	307 766-5166	Vincent V. Picard Secretary-Treasurer	....

Directory 1/6 APPOINTED COUNTY ADMINISTRATORS[1]

County	Appointed administrator, year appointed	Phone number
ALASKA – 2		
Bristol Bay Borough	Ray E. Baker 73	907 246-3541
Matanuska Susitna Borough	Wesley M. Howe 72	907 745-3080
CALIFORNIA – 22		
Alameda County	Loren W. Enoch 72	415 874-0500
Contra Costa County	....	415 228-3000
Del Norte County	Donald D. Stilwell 74	707 464-3101
Fresno County	Melvyrn G. Wingett 71	209 488-3033
Humboldt County	Richard Milbrodt 72	707 445-7503
Imperial County	Arthur M. Alexander 71	714 352-3610
Los Angeles County	Art Wills 70	213 974-5111
Mendocino County	Albert P. Beltrami 65	707 462-4731
Merced County	Andrew F. Murphy 56	209 722-7411
Orange County	R. E. Thomas, Jr. 67	714 834-2200
Riverside County	Robert T. Andersen 57	714 787-6151
Sacramento County	T. G. Campbell 72	916 454-0111
San Bernardino County	Robert A. Covington 59	714 383-1839
San Diego County	Franklin D. Aleshire 73	714 236-3279
San Mateo County	M. D. Tarshes 69	415 364-5600
Santa Barbara County	Raymond D. Johnson 68	805 966-1611
Santa Clara County	Howard W. Campen 57	408 299-1121
Sonoma County	David L. Nichols 69	707 527-2741
Stanislaus County	George W. Gaekle 70	209 526-6501
Tulare County	David Ogden 64	209 732-5511
Ventura County	Monty C. Lish 72	805 648-6431
Yolo County	Erwin W. Meier 61	916 666-8204
COLORADO – 1		
Grand County	H. Curt Wiedeman 73	303 725-3332
DELAWARE – 1		
New Castle County	Peter M. Ross 73	302 658-6641
FLORIDA – 10		
Brevard County	Douglas S. Futch 67	305 269-8541
Dade County	R. Ray Goode 70	305 377-5311
Hillsborough County	Rudolph Spoto 73	813 223-1311
Leon County	....	904 224-6174
FLORIDA – 10 continued		
Orange County	James L. Harris 72	305 849-3472
Pasco County	George V. Knoblock 73	904 567-5271
Pinellas County	Merrett R. Stierheim 73	813 446-7161
St. Lucie County	Weldon B. Lewis 68	305 461-7752
Sarasota County	Edward S. Hoyt 71	813 958-9711
Volusia County	Thomas C. Kelly 71	904 736-2700
GEORGIA – 6		
Dougherty County	Carl F. Leavy 65	912 436-0325
Floyd County	....	404 234-0251
Fulton County	Sam E. Brownlee 72	404 572-2000
Glynn County	Harold Baer 70	912 265-0660
Hall County	Howard J. Sears 69	404 536-6681
Wayne County	Carlos L. Blalock 69	912 427-3761
MARYLAND – 3		
Baltimore County	William E. Fornoff 67	301 494-3100
Montgomery County	William H. Hussmann 72	301 279-1211
Prince Georges County	Robert A. Edwards 72	301 627-3000
MICHIGAN – 1		
Muskegon County	Ralph W. Precious 72	616 724-6231
MINNESOTA – 2		
Hennepin County	Stanley R. Cowle 67	612 348-3000
Ramsey County	Eugene F. Macauley 73	612 298-4012
MONTANA – 1		
Petroleum County	Lorraine Bauer 70	406 429-4555
NEVADA – 3		
Clark County	David B. Henry 66	702 385-3156
Elko County	James Polkinghorne 68	702 738-3044
Washoe County	Russell W. McDonald 71	702 785-4236
NEW MEXICO – 2		
Bernalillo County	Paul D. Noland 74	505 766-4090
Los Alamos County	Robert G. Westdyke 74	505 662-4122

Directory 1/6 continued — APPOINTED COUNTY ADMINISTRATORS[1]

County	Appointed administrator, year appointed	Phone number
NEW YORK – 2		
Monroe County	Lucien A. Morin 72	716 454-7200
Schenectady County	Carl F. Sanford 68	518 374-0928
NORTH CAROLINA – 30		
Alamance County	D. J. Walker 71	919 227-3603
Anson County	Terone Jones 71	704 694-2796
Burke County	Robert R. Cantine 73	704 437-1354
Cabarrus County	....	704 786-4137
Caldwell County	L. Norman Schronce 70	704 758-5111
Catawba County	....	704 464-5216
Cleveland County	Joseph R. Hendrick 72	704 482-3416
Davidson County	Jimmy Martin Varner 66	704 249-0351
Davie County	Ronald H. Vogler 73	704 634-2631
Durham County	E. S. Swindell, Jr. 49	919 688-3360
Forsyth County	Nicholas M. Meiszer 70	919 727-2711
Gaston County	Arthur R. England, Jr. 57	704 865-6411
Guilford County	John Witherspoon 68	919 373-2000
Hertford County	E. G. Johnson 66	919 358-4271
Hoke County	Thomas B. Lester, Jr. 66	919 875-2034
Iredell County	John T. Barber 73	704 872-9821
McDowell County	Jack H. Harmon 68	704 652-7717
Mecklenburg County	Glenn C. Blaisdell 70	704 374-2472
New Hanover County	Dan W. Eller 73	919 762-0901
Northampton County	Sidney T. Ellen 72	919 534-3301
Onslow County	Timothy Wood 72	919 347-4717
Pitt County	H. Reginald Gray 70	919 752-2934
Richmond County	....	919 997-2201
Robeson County	W. Paul Graham 62	919 739-4550
Rockingham County	Numa R. Baker, Jr. 73	919 349-7140
Scotland County	John Q. Byrd 62	919 276-3224
Surry County	....	919 386-8676
Union County	John C. Munn, Jr. 74	704 289-4523
Wake County	Garland H. Jones 65	919 755-6000
Wilson County	R. L. Shuford 70	919 237-3913
OREGON – 3		
Hood River County	David H. Dockham 73	503 386-3970
Lane County	Robert Elfers 68	503 342-1311
Washington County	Daniel O. Potter 73	503 648-8611
SOUTH CAROLINA – 6		
Aiken County	....	803 649-6441
SOUTH CAROLINA – 6 continued		
Charleston County	Richard L. Black 68	803 577-7800
Greenville County	Raymond M. Urquhart 73	803 242-3910
Greenwood County	James E. Klugh 73	803 229-2012
Lexington County	Roger H. Alderman 73	803 359-2591
Richland County	Robert G. Mauney 73	803 252-4905
TENNESSEE – 1		
McMinn County	Richard L. Ray 69	615 745-3140
VIRGINIA – 19		
Albemarle County	T. M. Batchelor, Jr. 66	804 296-5621
Arlington County	Bert W. Johnson 62	703 558-2401
Campbell County	Donald N. Johnston 73	804 845-7011
Fairfax County	Robert W. Wilson 73	703 691-2224
Franklin County	Samuel D. Ouinn 73	804 483-1315
Frederick County	J. O. Renalds 73	703 662-4733
Gloucester County	....	804 693-2502
Goochland County	Macon C. Sammons, Jr. 72	804 556-2501
Henrico County	Edward A. Beck 52	804 222-3053
James City County	Thomas R. McCann, Jr. 73	804 229-6401
King William County	Charles M. Waddell 72	804 769-2671
Loudoun County	Philip A. Bolen 72	703 777-2660
Montgomery County	Stephen C. Shelton 73	703 382-2661
Powhatan County	J. Ronald George 74	804 598-3852
Prince George County	Richard E. Bain 72	804 732-8818
Prince William County	J. J. Salovaara 73	703 368-9171
Rockingham County	James W. Moyers 68	703 434-2492
Washington County	Richard G. Messenger 73	703 628-2983
York County	William P. Larew 65	804 887-5811
WASHINGTON – 1		
King County	Charles T. Collins 73	206 344-4100
WISCONSIN – 3		
Dunn County	Eugene C. Wieneke, II 73	715 235-0666
Fond du Lac County	Donald R. Flanders 73	414 921-5600
Rock County	Larry J. Brown 73	608 752-7471
CANADA – 2		
Essex County (Ontario)	Rene VanDenBrande 71	519 254-1155
Huron County (Ontario)	John G. Barry 71	519 524-8394

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[1] Includes only those counties recognized by ICMA as having either the council-manager form of government or a position of overall general management.

Directory 1/7 — DIRECTORS OF COUNCILS OF GOVERNMENTS RECOGNIZED BY ICMA[1]

Regional council	Appointed administrator, year appointed	Phone number
ARKANSAS – 2		
Metroplan	Jason Rouby 67	501 374-7531
Northwest Arkansas Regional Planning Commission	Kenneth D. Riley 66	501 751-7125
CALIFORNIA – 4		
Association of Bay Area Governments	Revan A. F. Tranter 73	415 841-9730
Sacramento Regional Area Planning Commission	James A. Barnes 67	916 447-9171
Santa Barbara County-City Area Planning Council	Clifford Petrie 73	805 966-1611
Southern California Association of Governments	Ray Remy 70	213 481-0095
COLORADO – 1		
Denver Regional COG	Robert D. Farley 70	303 758-5166
DISTRICT OF COLUMBIA – 1		
Metropolitan Washington COG	Walter A. Scheiber 66	202 223-6800
GEORGIA – 1		
Atlanta Regional Planning Commission	B. Harry West 73	404 522-7577
IDAHO – 1		
Southeast Idaho COG	Scott B. McDonald 73	208 232-4311
INDIANA – 2		
Northwestern Indiana Regional Planning Commission	Norman E. Tufford 67	219 923-1060
Southwestern Indiana and Kentucky Regional COG	E. Kenneth Marlin	812 426-5226
IOWA – 1		
Siouxland Interstate Metropolitan Planning Council	Donald M. Meisner 66	712 277-8581
MAINE – 1		
Greater Portland COG	Osmond C. Bonsey 74	207 799-8523

Directory 1/7 continued DIRECTORS OF COUNCILS OF GOVERNMENTS RECOGNIZED BY ICMA

Regional council	Appointed administrator, year appointed	Phone number
MARYLAND – 1		
Regional Planning Council	Robert N. Young 65	301 383-5830
MICHIGAN – 1		
Southeast Michigan COG	Mike Glusac 74	313 961-4266
MISSOURI – 1		
East-West Gateway Coordinating Council	Eugene G. Moody 66	314 421-4220
NORTH CAROLINA – 5		
Centralina COG	....	704 372-2416
Neuse River COG	J. Roy Fogle 68	919 638-3185
Piedmont Triad COG	Lindsay W. Cox 69	919 294-4950
Region L COG	C. Ronald Aycock 71	919 446-0412
Western Piedmont COG	Richard D. Taylor 71	704 328-2936
OHIO – 1		
Toledo Metropolitan Area COG	Calvin M. Lakin 70	419 241-9155
OKLAHOMA – 2		
Association of Central Oklahoma Governments	Larry Goodman 73	405 235-9651
Central Oklahoma Economic Development District	Glynn J. Knight 72	405 273-6410
OREGON – 5		
Columbia Region Association of Governments	Larry Rice 74	503 297-3726
Coos-Curry COG	Patrick L. Dugan 73	503 269-9316
Lane COG	....	503 342-1757
Mid-Columbia Economic Development District	Richard W. Pearson 70	503 296-2266
Mid-Willamette Valley COG	W. J. Kvarsten 57	503 588-6177
PENNSYLVANIA – 1		
Mid Monongahela Valley COG	David W. Sweet 74	412 929-4745
TENNESSEE – 1		
Knoxville Area Council of Local Governments	John W. Anderson, Jr.	615 974-2385
TEXAS – 17		
Alamo Area COG	Al J. Notzon 71	512 225-5201
TEXAS – 17 continued		
Capital Area Planning Council	Richard G. Bean 71	512 474-2376
Central Texas COG	Charles A. Cass 69	817 939-1481
Coastal Bend COG	Robert R. Weaver 72	512 884-3911
Concho Valley COG	James F. Ridge 68	915 653-1249
Deep East Texas COG	Billy D. Langford 72	713 384-5704
East Texas COG	Don R. Edmonds 70	214 984-8641
Heart of Texas COG	A. K. Steinheimer 68	817 752-9616
Houston-Galveston Area Council	Royal Hatch 73	713 627-3200
Lower Rio Grande Valley Development Council	Robert A. Chandler 67	512 682-3481
Nortex Regional Planning Commission	Edwin B. Daniel 68	817 322-5281
North Central Texas COG	William J. Pitstick 66	817 261-3331
Panhandle Regional Planning Commission	Ernest R. Clark 70	806 376-4238
South East Texas Regional Planning Commission	Donald C. Kelly 70	713 833-2648
South Plains Association of Governments	J. Robert Mowery 73	806 762-8721
Texoma Regional Planning Commission	Jerry W. Chapman 68	214 465-3220
West Central Texas COG	Bobbie T. Gallagher 72	915 672-8544
VIRGINIA – 2		
Crater Planning District Commission	Charles F. Turner 71	804 861-1666
West Piedmont Planning District Commission	Walter E. Mather 70	703 638-3987
WASHINGTON – 1		
Puget Sound Governmental Conference	Mart Kask 71	206 464-7090
CANADA – 4		
Regional District of Fraser-Fort George (B.C.)	William D. Kennedy 71	604 563-9225
Regional Municipality of Hamilton-Wentworth (Ont.)	Cyril T. C. Armstrong 73	416 526-8221
Regional Municipality of Waterloo (Ont.)	W. L. Bradley 73	519 579-3710
Québec Urban Community	Gilles Guérin 70	418 681-9611

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[1] Directory is limited to those councils of governments that have been recognized by ICMA as providing for a position of overall professional management.

Directory 1/8

MAYORS, APPOINTED ADMINISTRATORS, AND CITY CLERKS IN CANADIAN MUNICIPALITIES OVER 10,000[1]

Municipal classifications
b = borough
d = district
t = township

Other codes
* Recognized by ICMA as municipality with council-manager form of government
√ Recognized by ICMA as municipality with position of overall general management
. . . . Data not reported or not applicable

City	Mayor	Appointed administrator, year appointed	City clerk
ALBERTA – 7			
Calgary	R. Sykes	D. Cole	H. S. Sales
Edmonton	Dr. I. G. Dent	G. S. Hughes	C. J. McGonigle
Grande-Prairie*	E. E. Borstad	J. Miedema 70	Mrs. L. M. Saunders
Lethbridge*	A. C. Anderson	A. W. W. Findlay	J. Gerla
Medicine Hat	H. Veiner	. . . .	W. A. Keith
Red Deer	R. E. Barrett	M. H. Rogers	R. Stollings
St. Albert t	R. M. Gibbon	R. L. Byron	R. B. Bowen
BRITISH COLUMBIA – 37			
Burnaby d*	T. W. Constable	M. J. Shelley 71	J. H. Shaw
Chilliwack t	W. G. R. Simpson	. . . .	J. A. Mulford
Coquitlam d	J. L. Tonn	R. A. LeClair	F. L. Pobst
Cranbrook	T. G. Colgur	B. Hoover	R. W. Watson
Dawson Creek	R. S. Trail	. . . .	D. W. Friesen
Delta d	T. Goode, Jr.	W. S. Fleming	P. J. Gairns
Esquimalt t	A. G. Young	. . . .	G. Merz
Kamloops √	G. G. A. Nicol	E. E. Chace 65	J. J. Clark
Kelowna	W. C. Bennett	D. B. Herbert	J. Hudson
Kitimat d*	G. M. Thom	J. A. Currie 59	. . . .
Langley t	G. H. B. Preston	D. J. Doubleday	. . . .
Maple Ridge d	Mrs. B. J. Dube	M. W. E. Allen	. . . .
Matsqui d	D. G. B. Taylor	. . . .	B. E. Strong
Mission d	G. W. Harris	H. Harnett	. . . .
Nanaimo	F. J. Ney	. . . .	H. Nicholson
New Westminster	M. S. Evers	D. A. Manning	P. J. Larkin
North Cowichan d	G. C. Smith	A. VandeCasteyen	. . . .
North Vancouver	T. H. Reid	E. A. Raymond	A. S. J. Gibb
North Vancouver d*	R. C. Andrews	D. A. Welsh 71	C. E. Davis
Oak Bay d	B. R. D. Smith	E. H. Hart	. . . .
Penticton	F. W. Laird	H. W. Cooper	H. G. Andrew
Port Alberni	H. A. McLean	F. J. Sawyer	G. A. Wiley
Port Coquitlam	J. Campbell	L. D. Pollock	R. A. Freeman
Port Moody	T. W. Hall	. . . .	R. H. Blackwood
Powell River d	R. J. Pinder	T. McVea	R. M. Sharp
Prince George*	H. A. Moffat	A. Thompson 59	P. Pattullo
Prince Rupert	P. L. Lester	Wm. J. Smith	J. C. Ewart
Richmond t	G. J. Blair	G. H. Carroll	H. V. Porter
Saanich d*	E. F. L. Lum	W. Tremayne 73	G. Hayward
Surrey d*	W. N. Vander Zalm	D. J. Closkey 72	R. N. Chester
Terrace d*	G. E. Rowland	J. A. Hardy	. . . .
Trail*	C. Lakes	B. de Kleine 70	A. R. Mitchell
Vancouver	A. Phillips	L. E. Ryan	R. Thompson
Vernon	S. A. Fleming	D. H. Brown	. . . .
Victoria*	G. P. A. Pollen	J. H. Bramley 73	F. M. Waller
West Vancouver d*	A. E. Langley	I. T. Lester 73	R. A. Harrison
White Rock	D. MacDonald	. . . .	A. T. Russell
MANITOBA – 4			
Brandon*	W. K. Wilton	I. L. Thomson	. . . .
Portage-la-Prairie	Rev. H. L. Henderson	. . . .	D. G. Rodger
Thompson	T. Farrell	T. C. Suchy	E. R. Raynor
Winnipeg	S. Juba	D. I. MacDonald	W. A. Quayle
NEW BRUNSWICK – 8			
Bathurst*	J. A. Duffy	P. C. Marquis 73	M. C. Hachey
Campbellton	W. T. McRae	J. E. Woods	. . . .
Edmundston	J. G. Thibodeau	. . . .	L. R. Hébert
Fredericton*	E. Wilkins	J. C. Robison 71	S. R. Thorburn
Moncton √	G. D. Wheeler	M. MacLean 71	J. A. Clarke
Oromocto	L. Watling	. . . .	T. L. Winter
Saint John*	E. Flewwelling	N. Barfoot 74	D. H. Garey
Woodstock*	. . . .	J. R. Calkin 52	. . . .
NEWFOUNDLAND – 2			
Corner Brook	P. J. Griffin	R. J. Pafford	E. C. Reid
St. John's	Mrs. D. Wyatt	. . . .	R. Greene
NOVA SCOTIA – 6			
Dartmouth	Mrs. E. Stubbs	C. A. Moir	N. C. Cohoon
Glace Bay	D. Munro	. . . .	B. Sterns
Halifax*	L. Hogan (acting)	Mrs. C. Glube 74	R. H. Stoddard
New Glasgow	Dr. M. A. Harquail	. . . .	H. E. Aikens
Sydney	E. O. Tubrett	. . . .	P. J. Roach
Truro	J. G. Glassey	. . . .	D. G. Gilroy
ONTARIO – 95			
Ajax	C. A. Mason	D. J. Low	A. T. Hodges
Ancaster t √	A. Sloat	R. C. Morrow 71	L. V. Hayden
Aurora	Mrs. E. Buck	K. B. Rodger	. . . .
Barrie*	Mrs. D. Parker	G. Tamblyn 68	B. R. J. Straughan
Belleville*	Mrs. R. Jeffrey	J. R. Reynolds	A. S. Stalker
Brampton	J. E. Archdekin	J. Galway	K. R. Richardson
Brantford	C. Bowen	. . . .	R. Cooper
Brockville*	J. G. Broome	D. G. Ellis 74	J. K. Hanna
Burlington	G. W. Harrington	. . . .	R. F. Cloutier
Cambridge	Mrs. C. Millar	G. L. Wilson	A. L. Habermehl
Chatham*	D. Allin	L. D. Groombridge 70	W. L. Foreman
Chinguacousy t*	. . . .	R. S. Holmes 66	. . . .
Cobourg	J. A. Heenan	. . . .	B. W. Baxter
Cornwall*	E. Lumley	M. C. Engels 74	. . . .
Delhi t	F. J. Peacock	. . . .	K. Granger
Dunnville	C. Lundy	. . . .	F. Scholfield
Dundas	H. M. Everett	G. A. Corner	D. Briault
East York b	W. Blair	. . . .	Miss D. M. Tucker

Directory 1/8
continued

MAYORS, APPOINTED ADMINISTRATORS, AND CITY CLERKS IN CANADIAN MUNICIPALITIES OVER 10,000[1]

City	Mayor	Appointed administrator, year appointed	City clerk
ONTARIO – 95 continued			
Etobicoke b	D. Flynn	. . . .	K. F. Pennington
Fort Erie	J. M. Teal	. . . .	J. A. Sauer
Flamborough t	J. K. Harper	J. A. Smith	. . . .
Galt*	. . . .	J. H. E. Ritz 61	. . . .
Georgina t	J. O. Dales, Q.C.	G. Mintz	Mrs. E. M. Waggett
Gloucester t	R. W. Macquarrie	R. O. Pickard	F. D. Meldrum
Grimsby	H. E. Costello	R. C. Bracher	. . . .
Guelph*	N. Jary	F. M. Woods 67	W. G. Hall
Haldimand	D. Peirson	. . . .	K. Berscht
Halton Hills	T. Hill	G. D. Pritchard	. . . .
Hamilton	V. K. Coops	. . . .	E. A. Simpson
Kapuskasing	R. Piche	M. K. Rukavina	J. J. Trottier
Kenora	J. N. Davidson	. . . .	D. T. McLeod
King t	Mrs. M. Britnell	. . . .	H. G. Rose
Kirkland Lake	S. S. Johnston	. . . .	D. B. McDougall
Kingston	G. N. Speal	. . . .	T. J. McKibbin
Kingston t	J. E. McEwan	. . . .	D. A. Gordon
Kitchener*	S. M. McLennan	J. R. Darrah 71	R. W. Pritchard
Lincoln	D. J. Bucknall	. . . .	M. F. Duc
Lindsay	H. D. Logan	. . . .	W. B. Bates
London	Mrs. J. Bigelow	R. H. Cooper	W. Ross
Markham	A. Roman	N. J. Pickard	. . . .
Midland	H. Boyd	. . . .	W. A. Hack
Mississauga*	M. L. Dobkin	Frank Markson 74	D. R. Turcotte
Mountjoy t*	. . . .	T. J. Proulx 71	. . . .
Nanticoke	J. Pow	. . . .	A. Guiler
Nepean t	A. S. Haydon	. . . .	D. E. Hobbs
Newcastle	G. Rickard	. . . .	J. M. McIlroy
Newmarket	R. Forhan	. . . .	G. M. Blight
Niagara Falls*	G. Bukator	S. R. Price 72	J. L. Collinson
Niagara-on-the-Lake	J. Froes	G. Voth	J. Y. Fleming
Nickel Centre	M. Solski	. . . .	P. Olivier
Norfolk t	J. R. VanDeSlyke	. . . .	R. A. Loncke
North Bay	M. Dickerson	C. E. Armstrong	R. F. Barton
North York b	M. Lastman	A. G. Standing	E. Roberts
Oakville t*	H. Barrett	K. C. Needham 56	D. W. Brown
Orillia	J. V. Andre	V. D. Bayne	. . . .
Oshawa	J. H. Potticary	. . . .	L. R. Barrand
Ottawa	P. Benoit	. . . .	A. T. Hastey
Owen Sound*	R. E. Rutherford	A. B. Ball	W. H. Clark
Parry Sound t*	. . . .	D. J. Kempster 71	. . . .
Pembroke	G. Abdallah	. . . .	D. P. Scott
Peterborough	P. H. Turner	G. R. Wilson	S. Hendry
Pickering	G. Ashe	. . . .	N. C. Marshall
Port Colborne	J. Buscarino	D. M. Peart	J. Wilhelm
Preston*	. . . .	A. L. Habermehl	. . . .
Rayside-Balfour	G. Pelland	. . . .	R. J. Leclair
Renfrew t*	. . . .	R. G. Waters 71	. . . .
Richmond Hill	W. C. Lazenby	. . . .	M. Clement
St. Catharines*	J. L. Reid, Q.C.	. . . .	H. J. Cove
St. Thomas	E. J. Rice	. . . .	R. A. Barrett
Sandwich West t	H. Runstedler	. . . .	R. W. Dalgleish
Sarnia*	P. D. Blundy	R. G. Given 58	G. A. M. Thomas
Sault Ste. Marie*	R. A. Irwin	D. R. Evans 67	W. G. Lindsay
Scarborough b	P. Cosgrove	. . . .	C. A. Tripp
Simcoe	A. W. Judd	D. H. Gilbertson	F. L. Grigg
Stoney Creek	G. H. Dean	J. Butler	J. A. Brezina
Stratford	K. A. Culliton	. . . .	R. Schulthies

City	Mayor	Appointed administrator, year appointed	City clerk
QUEBEC – 103 continued			
Chicoutimi*	H. Girard	L. Boivin	B. Simard
Chicoutimi-Nord	J. C. Villeneuve	. . . .	J. G. Boucher
Côte Nord	. . . .	J. P. Daigle 69	. . . .
Côte-St-Luc*	S. Moskovitch	J. G. Butler 70	A. E. Kimmel
Cowansville t*	R. Desourdy	J. Leduc 66	G. H. Bernier
Dollard-des-Ormeaux t*	R. G. Dephoure	W. M. Tremayne	S. S. Torossis
Dorval*	S. Desnoyers	J. L. Roy 64	M. Guérin
Drummondville	P. Bernier	P. Genest	L. Bernier
Forestville t*	. . . .	R. Joncas 66	. . . .
Gagon*	. . . .	D. C. Scott 61	. . . .
Gaspé	Dr. P. A. Roy	. . . .	G. Bourdages
Gatineau	J. R. Luck	. . . .	L. Béchamp
Giffard	A. Bérubé	H. Aubin	J. Simoneau
Granby	P. O. Trépanier	. . . .	D. Brosseau
Grand' Mère*	J. M. Lafontaine	J. Dubé 70	J. Trussart
Greenfield Park t*	M. J. King	J. H. Pagé 65	J. R. Dumas
Hampstead t*	. . . .	C. G. Rioux 56	. . . .
Hauterive*	V. Levesque	P. E. Jean 61	G. Moffatt
Hull*	G. Rocheleau	J. A. Desjardins 67	R. Lesage
Joliette	R. Rivest	M. Lévesque	J. A. Désormiers
Jonquière	C. Gagné	J. Gagnon	M. Fortin
Kénogami	R. Malaison	R. Gilbert	L. de la Sablonnière
Lachine*	G. Descary	. . . .	P. Rémillard
Lachute	Dr. Z. Saindon	C. Aubé	R. Hébert
Lafleche*	. . . .	C. Corriveau 69	. . . .
Lasalle*	G. Raymond	Y. Roy 71	Mme J. Giguère-Boyer
La Tuque t*	L. Filion	L. A. Archambault 54	N. Filion
Lauzon	P.-E. Ruel	. . . .	Mme S. Carrier
Laval*	Dr. L. Paiement	M. Perron	J. Galarneau
Lévis*	V. F. Chagnon	G. Brazeau 67	P. Gagnon
Longueuil*	M. Robidas	F. Poiré 69	C. Gauthier
Loretteville	J. R. Durand	. . . .	G. Martel
Lorraine t*	. . . .	H. B. Goldman 69	. . . .
Louiseville t*	. . . .	G. Lessard 64	. . . .
Magog	M. Théroux	. . . .	J. P. Lange
Matane	R. Dion	. . . .	O. Philibert
Montmagny	C. Gauthier	. . . .	P. Dolan
Montréal	J. Drapeau	. . . .	M. Boyer
Montréal-Nord	Y. Ryan	. . . .	A. Ouimet
Mont-Royal t*	R. J. P. Dawson	J. R. Warren 68	G. Atkinson
Mont-St-Hilarie t*	. . . .	Y. Lacroix 67	. . . .
Murdochville*	. . . .	R. Lapointe 68	. . . .
Noranda	A. Juneau	J. Fisette	A. Beauséjour
Orsainville	M. Renaud	. . . .	A. Létourneau
Outremont*	P. Des Marais II	. . . .	P. Faivre
Pierrefonds*	C. McDonald	G. Lepage 70	G. Legault
Pincourt*	. . . .	G. A. Paquette 71	. . . .
Pointe-aux-Trembles*	B. Benoit	. . . .	G. Vanier
Pointe-Claire*	A. E. Séguin	O. Nicholson 63	Mme S. C. Larue
Pointe-Gatineau	J. M. Cloutier	. . . .	L. Lamarche
Québec*	J. G. Lamontagne	J. Perreault 68	P. F. Côté
Repentigny*	L. P. Picard	M. L. Lepage 69	G. Larivée
Rimouski	C. St-Hilaire	. . . .	H. Dubé
Rivière-du-Loup	Y. Godbout	. . . .	R. Savard
Rouyn*	J. C. Coutu	G. Carle	T. Moreau
Roxboro t*	. . . .	V. P. Gray 65	. . . .
Rouyn	J. C. Coutu	G. Carle	T. Moreau
Saint-Bruno-de-Montarville t*	J. J. Verge	G. Martineau	R. Coulombe

Sudbury*	J. J. Fabbro	G. D. Polano	Mrs. E. Kerr
Thorold	D. A. McMillan	. . . .	C. H. Ort
Thunder Bay*	W. Assef	E. C. Reid 69	D. B. Morris
Timmins t√	L. Del Villano	J. E. Bergeron 64	G. B. Chevrette
Toronto	D. Crombie	. . . .	G. Batchelor
Toronto (Metro)	P. Godfrey	. . . .	G. M. Foster
Trenton*	W. R. Patrick	. . . .	O. W. Larry
Valley East	R. Plourde	. . . .	E. Lelievre
Vanier*	G. Grandmaître	. . . .	R. Poulin
Vaughan t*	G. A. Williams	J. M. McDonald	F. G. Jackman
Walden	T. Davies	W. B. Fox	. . . .
Wallaceburg t*	Mrs. C. Bechard	R. E. Crombie	W. E. Jones
Waterloo	D. P. Meston	. . . .	D. F. Preston
Welland	A. Pietz	. . . .	D. G. Barrett
Whitby	D. G. Newman	. . . .	W. H. Wallace
Whitchurch-Stouffville	G. Ratcliff	R. E. Corner	. . . .
Windsor*	F. Wansbrough	J. Steel 69	J. B. Adamac
Woodstock*	L. Cook	K. Miller 71	. . . .
York b	P. White	. . . .	H. G. Courtman

PRINCE EDWARD ISLAND – 1

Charlottetown	E. M. MacRae	J. Butler	C. R. Bradley

QUEBEC – 103

Alma*	M. Paradis	R. Gagnon 73	R. Fortin
Anjou*	E. Crépeault	C. Donaldson 70	L. Maltais
Arvida*	F. Dufour	J. Côté 72	G. E. Carrier
Baie-Comeau t*	H. Léonard	G. Massicotte 67	M. Carpentier
Baie-D'Urfe t*	. . . .	L. Simard 64	. . . .
Beaconsfield*	E. M. Briggs	J. MacKay 60	A. Mainville
Beauport	M. Bédard	. . . .	J. C. Lord
Beloeil t*	P. Vézina	J. J. Corbeil	P. R. Choquette
Boucherville t*	Y. Julien	R. Beaupré 65	E. McClish
Brossard*	L. Gravel	R. Labrecque 69	L. Gervais
Cap-de-la-Madeleine*	J. R. Desrosiers	R. Désaulniers 66	J. Beaudin
Chambly*	R. Frigon	. . . .	Mme M. Mongrain
Charlesbourg	J.-C. Thibault	. . . .	R. Godbout
Châteauguay	J. Laberge	. . . .	J. Rivard
Châteauguay-Centre t*	R. Sutterlin	. . . .	L. Legault
Chibougamau t*	. . . .	J. C. Audet 69	. . . .
Sainte-Foy*	R. Beaudin	R. Hébert 65	N. Perron
Saint-Hubert t*	A. Boileau	Y. Grenier 74	. . . .
Saint-Hyacinthe	G. Girard	. . . .	J. P. Brault
Saint-Jean*	B. Dussault	P. Blain	Mlle C. Morais
Saint-Jérôme*	B. Parent	R. Morin 70	B. Martin
Saint-Lambert*	G. Bouchat	P. H. Savard 67	Mme M. Ste-Marie
Saint-Laurent*	M. Laurin	D. B. Floreani 72	M. Blain
Saint-Léonard	L. Ouellet	. . . .	G. Pion
Sainte-Scholastique	P. E. Lacombe	. . . .	C. Bélisle
Sainte-Thérèse*	R. A. Robert	C. Dagenais 67	C. E. Desjardins
Sainte-Thérèse Ouest	. . . .	R. G. Brisson 66	. . . .
Salaberry-de-Valleyfield	R. Barrette	A. Lafontaine	C. Codebecq
Schefferville t*	. . . .	G. Dumas 72	. . . .
Senneville √	. . . .	J. G. Pepin 71	. . . .
Sept-Îles	D. Galienne	R. A. Boudreau	G. Bélanger
Seven Islands*	. . . .	R. A. Boudreau 65	. . . .
Shawinigan*	D. Grenier	J. Buisson 61	Y. Boisvert
Shawinigan-Sud t*	A. Landry	C. Mills 65	G. Pinel
Sherbrooke*	M. Bureau	S. Racine 72	R. L. Bélisle
Sillery	J. Beaulieu	. . . .	G. Gravel
Sorel*	L. Poupart	T. Bardier 62	G. Zakaib
Thetford Mines*	L.-P. Boucher	A. Gagnon 69	Y. Lamothe
Tracy	A. E. Pontbriand	. . . .	L. Tardif
Trois-Rivières*	G. Beaudoin	J. Charette 70	G. Beaumier
Trois-Rivières Ouest t*	. . . .	M. Tessier 67	. . . .
Val-d'Ore t*	L. Brochu	G. Saucier 70	B. Houle
Valleyfield*	. . . .	A. Lafontaine 48	. . . .
Verdun*	J. A. Gariépy	J. P. Hébert 72	J. N. Lefebvre
Victoriaville t*	D. St-Pierre	L. Lupien 70	G. H. Boisvert
Westmount*	P. A. Ouimet	N. T. Dawe 60	. . . .

SASKATCHEWAN – 8

Moose Jaw*	H. E. Taylor	G. G. Botting 71	K. P. R. Hodges
North Battleford	W. J. Clements	A. J. Bridges	C. S. Friesen
Prince Albert	F. J. Dunn	D. H. Cochrane	J. J. Murphy
Regina*	H. Baker	A. B. Smith 60	E. T. Plosz
Saskatoon	H. S. Sears	W. H. L. Godsalve	L. A. Kreutzweiser
Swift Current	J. Dyer	M. C. Butterfield	D. R. Hrenewich
Uranium City*	. . . .	W. S. Seaman	. . . .
Yorkton	W. A. Bailey	T. F. Tiller	G. W. Crowder

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[1] Also included are some municipalities under 10,000 population recognized by ICMA as having either the council-manager form of government or a position of overall general management.

Directory 1/9 MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1] (INTRODUCTION)

The data presented here were compiled from a survey of 6,254 cities by the International City Management Association (ICMA) in the summer of 1974. The survey is conducted annually by ICMA's Urban Data Service Center and is sent to all incorporated municipalities with a population of 2,500 and over as well as those places under 2,500 recognized by ICMA as having either the council-manager form of government or a position of overall general management. The selected positions for which information follows in Directory 1/9 include: mayor, appointed administrator, city clerk, finance officer, fire chief, police chief, and public works director.

Sex and Race/Ethnicity of Municipal Officials. Table 1, below, presents a breakdown of the sex of municipal officials by position title. Table 2, below, shows race/ethnicity of municipal officials. Both tables present aggregate data compiled from responses to the 1974 survey of municipal officials.

Table 1 SEX OF MUNICIPAL OFFICIALS BY POSITION TITLE[1]

		Male															
		All municipal positions		Mayor		CAO/ manager		Clerk		Chief finance officer		Director of public works		Fire chief		Police chief	
Classification	All municipal positions (A)	No. (B)	% of (A)	No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)	No.	% of (B)
Total, all reporting	29,117	25,404	87	4,666	18	2,841	11	2,142	8	2,843	11	3,732	15	4,533	18	4,647	18
Population group																	
Over 500,000	165	158	96	25	16	14	9	17	11	26	16	26	16	24	15	26	16
250,000-500,000	176	166	94	26	16	21	13	17	10	24	14	26	16	26	16	26	16
100,000-249,999	569	528	93	89	17	59	11	52	10	78	15	81	15	83	16	86	16
50,000- 99,999	1,498	1,369	91	219	16	167	12	127	9	207	15	215	16	211	15	223	16
25,000- 49,999	3,105	2,810	90	462	16	335	12	246	9	408	15	442	16	458	16	459	16
10,000- 24,999	7,094	6,265	88	1,078	17	736	12	523	8	824	13	972	16	1,053	17	1,079	17
5,000- 9,999	7,004	6,108	87	1,153	19	667	11	549	9	583	10	887	15	1,115	18	1,154	19
2,500- 4,999	8,132	6,854	84	1,410	21	628	9	539	8	593	9	947	14	1,345	20	1,392	20
Under 2,500	1,374	1,146	83	204	18	214	19	72	6	100	9	136	12	218	19	202	18
Geographic region																	
Northeast	7,995	7,053	88	1,239	18	703	10	655	9	873	12	1,050	15	1,262	18	1,271	18
North Central	8,604	7,569	88	1,417	19	682	9	717	9	820	11	1,096	14	1,396	18	1,441	19
South	8,043	6,905	86	1,319	19	883	13	497	7	702	10	985	14	1,244	18	1,275	18
West	4,475	3,877	87	691	18	573	15	273	7	448	12	601	16	631	16	660	17
Metro/city type																	
Central	2,118	1,947	92	319	16	229	12	176	9	294	15	300	15	315	16	314	16
Suburban	14,844	12,946	87	2,385	18	1,435	11	1,062	8	1,546	12	1,951	15	2,221	17	2,346	18
Independent	12,115	10,511	86	1,962	19	1,177	11	904	9	1,003	10	1,481	14	1,997	19	1,987	19
Form of government																	
Mayor-council	13,431	11,629	87	2,346	20	667	6	1,107	10	1,209	10	1,723	15	2,251	19	2,326	20
Council-manager	13,317	11,716	88	1,931	16	2,060	18	843	7	1,353	12	1,692	14	1,894	16	1,933	16
Commission	957	855	89	161	19	44	5	86	10	119	14	127	15	155	18	163	19
Town meeting	1,102	929	84	182	20	51	5	80	9	119	13	143	15	182	20	172	19
Rep. town meeting	310	275	89	46	17	19	7	26	9	33	12	47	17	51	19	53	19

balance of table on next page →

Table 1 continued

	Female															
	All municipal positions		Mayor		CAO/ manager		Clerk		Chief finance officer		Director of public works		Fire chief		Police chief	
Classification	No. (C)	% of (A)	No.	% of (C)	No.	% of (C)	No.	% of (C)	No.	% of (C)	No.	% of (C)	No.	% of (C)	No.	% of (C)
Total, all reporting	3,713	13	133	4	80	2	2,627	71	836	23	17	1	9	...[2]	11	...[2]
Population group																
Over 500,000	7	4	0	...	1	14	6	86	0	...	0	...	0	...	0	...
250,000-500,000	10	6	1	10	0	...	8	80	1	10	0	...	0	...	0	...
100,000-249,999	41	7	2	5	0	...	36	88	2	5	0	...	1	2	0	...
50,000- 99,999	129	9	9	7	2	2	105	81	11	9	2	2	0	...	0	...
25,000- 49,999	295	10	15	5	7	2	222	75	48	16	1	...[2]	0	...	2	1
10,000- 24,999	829	12	31	4	8	1	575	69	207	25	7	1	0	...	1	...[2]
5,000- 9,999	896	13	36	4	14	2	627	70	212	24	2	...[2]	2	...[2]	3	...[2]
2,500- 4,999	1,278	16	35	3	27	2	895	70	306	24	4	...[2]	6	...[2]	5	...[2]
Under 2,500	228	17	4	2	21	9	153	67	49	21	1	...[2]	0	...	0	...
Geographic region																
Northeast	942	12	37	4	40	4	643	68	207	22	8	1	3	...[2]	4	...[2]
North Central	1,035	12	42	4	13	1	733	71	238	23	6	1	1	...[2]	2	...[2]
South	1,138	14	21	2	21	2	831	73	256	22	2	...[2]	4	...[2]	3	...[2]
West	598	13	33	6	6	1	420	70	135	23	1	...[2]	1	...[2]	2	...[2]
Metro/city type																
Central	171	8	7	4	2	1	142	83	16	9	2	1	1	1	1	1
Suburban	1,898	13	73	4	43	2	1,343	71	420	22	13	1	1	...[2]	5	...[2]
Independent	1,644	14	53	3	35	2	1,142	69	400	24	2	...[2]	7	...[2]	5	...[2]
Form of government																
Mayor-council	1,802	13	54	3	42	2	1,240	69	451	25	9	...[2]	4	...[2]	2	...[2]
Council-manager	1,601	12	61	4	33	2	1,169	73	323	20	6	...[2]	4	...[2]	5	...[2]
Commission	102	11	4	4	1	1	78	76	18	18	1	1	0	...	0	...
Town meeting	173	16	12	7	4	2	113	65	38	22	1	1	1	1	4	2
Rep. town meeting	35	11	2	6	0	...	27	77	6	17	0	...	0	...	0	...

Note: Percentages may not add to 100% owing to rounding.

[1] These data are for only those seven positions listed in the following directory for which cities have indicated the sex of the person holding the position, or where sex was easily determined from the name of the official.

[2] Indicates less than 0.5%.

Table 2 RACE/ETHNICITY OF MUNICIPAL OFFICIALS[1]

Classification	All municipal positions (A)	Caucasian		Negro		Mexican-American		American Indian		Oriental		Other	
		No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)
Total, all reporting	15,440	15,001	97	102	1	143	1	128	1	27	...[2]	39	...[2]
Population group													
Over 500,000	90	84	93	2	2	1	1	0	...	2	2	1	1
250,000-500,000	116	109	94	5	4	1	1	0	...	1	1	0	...
100,000-249,999	282	271	96	10	4	1	...[2]	0	...	0	...	0	...
50,000- 99,999	685	668	98	12	2	0	...	0	...	5	1	0	...
25,000- 49,999	1,542	1,504	98	16	1	11	1	2	...[2]	7	...[2]	2	...[2]
10,000- 24,999	3,464	3,336	96	25	1	48	1	36	1	4	...[2]	15	...[2]
5,000- 9,999	3,540	3,414	96	14	...[2]	49	1	47	1	1	...[2]	15	...[2]
2,500- 4,999	4,872	4,781	98	15	...[2]	27	1	36	1	7	...[2]	6	...[2]
Under 2,500	849	834	98	3	...[2]	5	1	7	1	0	...	0	...
Geographic region													
Northeast	3,966	3,902	98	20	1	12	...[2]	13	...[2]	0	...	19	...[2]
North Central	4,295	4,177	97	48	1	12	...[2]	54	1	1	...[2]	3	...[2]
South	4,836	4,683	97	26	1	65	1	46	1	5	...[2]	11	...[2]
West	2,343	2,239	96	8	...[2]	54	2	15	1	21	1	6	...[2]
Metro/city type													
Central	1,099	1,058	96	23	2	13	1	0	...	4	...[2]	1	...[2]
Suburban	7,384	7,166	97	60	1	76	1	54	1	11	...[2]	17	...[2]
Independent	6,957	6,777	97	19	...[2]	54	1	74	1	12	...[2]	21	...[2]
Form of government													
Mayor-council	7,121	6,922	97	49	1	44	1	86	1	13	...[2]	7	...[2]
Council-manager	7,069	6,865	97	47	1	87	1	34	...[2]	14	...[2]	22	...[2]
Commission	508	483	95	5	1	11	2	8	2	0	...	1	...[2]
Town meeting	597	589	99	1	...[2]	1	...[2]	0	...	0	...	6	1
Rep. town meeting	145	142	98	0	...	0	...	0	...	0	...	3	2

Note: Percentages may not add to 100% owing to rounding.

[1] These data are for only those seven positions listed in the following directory for which the race/ethnicity of the person holding the position was indicated by reporting cities.

[2] Indicates less than 0.5%.

Directory 1/9

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

Form of government
CM Council-manager
CO Commission
MC Mayor-council
RT Representative town meeting
TM Town meeting

Municipal designation
b borough
pl plantation
t town
tp township
v village

Population
.. less than 500 population

Other offices held (1-5)
1 Auditor
2 Controller
3 City treasurer
4 City engineer
5 Superintendent of streets

Other codes
6 Service provided by county or special district

† Information from 1974 Year Book
* Recognized by ICMA as municipality with council-manager form of government
§ Recognized by ICMA as municipality with position of overall general management
. . . . Data not reported or not applicable

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
ALABAMA (116)										
Abbeville†	MC	3	C. C. Vickrey 10/76	. . . .	W. L. Blalock-2,3	W. L. Blalock-2	T. A. Blount	Hubert Money	L. C. Riley	205 585-3221
Alabaster t.	MC	3	Harold L. Davenport 10/76	. . . .	Dorothy J. Henry	Daniel M. Acker	John C. Cochran	C. E. Carter	. . . .	205 663-7401
Albertville	MC	10	Buford L. Cryar 9/76	. . . .	Frank B. Volentine-2	Frank B. Volentine	Johnny M. Rollings	Louie L. Townson	C. W. Spurlin, Jr.-5	205 878-0431
Alexander City	MC	12	H. L. Thompson 10/76	. . . .	C. T. Porch-2	C. T. Porch-2	Marvin Still	Windford Patterson	Luther Kelly	205 234-4221
Aliceville	MC	3	(not reporting)							205 373-6317
Andalusia	MC	10	Chalmers Bryant 9/76	. . . .	Alfred Adams-3	Alfred Adams	B. B. Norris	Farrel Newby	. . . .	205 222-3311
Anniston*	CM	32	Norwood Hodges 10/76	J. E. Standridge 73	Mary Owen Brisky	Thomas N. Wright	Horace Holland	Herman H. Dickerson	Donald W. Warden	205 236-3421
Arab t	CO	4	Luther Latham 10/75	. . . .	O. C. Murphree	. . . .	Walter Cooley	Jack Banister	. . . .	205 586-3544
Athens	MC	14	Bobby E. Higgins 10/76	. . . .	William D. Owens-2	. . . .	Artie E. Bumpus	Richard H. Faulk	. . . .	205 232-6393
Atmore	MC	8	Oris E. Davis 10/76	. . . .	Louise W. Day	Louise W. Day	Charles Rutherford	MacArthur Davis	Tom Turk-5	205 368-2253
Attalla	MC	8	Willie Carnes 9/76	. . . .	Bera Martin	Bera Martin	J. W. Thornton	Ben Cowart	Kermit Roberts	205 538-9986
Auburn*	CM	23	James K. Haygood 10/76	Tyron E. Tisdale 74	Tyron E. Tisdale	Tyron E. Tisdale	Ellis Mitchell	Edward Blodgett	William Fendley-4	205 821-1900
Bay Minette	MC	7	Sam C. Pruette 9/76	. . . .	Clyde M. Steele	. . . .	W. A. Bryars, Jr.	John C. Trough	Harry Still	205 937-5502
Bayou La Batre t	MC	3	(not reporting)							205 824-2171
Bessemer	CO	33	Jess Lanier 10/74	. . . .	H. W. Mitchell, Jr.-2	H. W. Mitchell, Jr.	C. O. Davis	George W. Barron	Thomas H. Ashley	205 428-6347
Birmingham	MC	301	G. G. Seibels, Jr. 11/75	Joseph F. Carey 73	Jackson B. Bailey	. . . .	John L. Swindle	James C. Parsons	H. Cletus Broyles	205 254-2000
Boaz	MC	6	(not reporting)							205 593-5741
Brewton	MC	7	Ray M. Sherer 76	. . . .	J. P. Maxwell, Jr.	. . . .	John H. Martin	H. Glenn Holt	. . . .	205 867-3281
Bridgeport t.	MC	3	(not reporting)							205 495-2211
Brundidge t	CO	3	(not reporting)							205 735-2385
Chickasaw	MC	8	J. C. Davis, Jr. 9/76	. . . .	Iris Evans	Iris Evans	John W. Hadley	John W. Hadley	Sam E. Lee	205 452-2225
Childersburg	MC	5	(not reporting)							205 378-2021
Clanton	MC	6	Wm. M. Bennett 9/76	. . . .	Georgia Daniel	. . . .	. . . .	. . . .	. . . .	205 755-1105
Cordova t	MC	3	Guy Tatum 10/76	. . . .	Mary M Kelly	. . . .	D. H. Belue	Paul K. Meserole	W. D. Akin	205 483-9266
Cullman	MC	13	W. J. Nesmith	. . . .	J. Leon Tucker	J. Leon Tucker	Roy Freeman	Roy Wood, Jr.	Joe Brunner	205 739-1212
Dadeville t.	MC	3	Joe L. Smith 10/76	. . . .	Ann McKeelvey	. . . .	Ralph Abbett	T. C. Noles	Leo Bartlett	205 825-9242
Daleville t	MC	5	J. R. Day 10/76	. . . .	Jacqueline McInnis	. . . .	George H. Moore	George H. Moore	. . . .	205 598-2345
Decatur	CO	38	H. Russell Bolding 10/76	Bill J. Dukes	Florence Adams	Dorothy O. Lorenza	A. D. Terry	Pack Self	C. B. Armstrong-5	205 355-7410
Demopolis	MC	8	(not reporting)							205 289-0577
Dothan*	CM	37	James W. Grant, III 9/77	C. P. Morris 74	H. J. Buckhalt-2	H. J. Buckhalt	Ben Ray Barnes	Kater W. Williams	Richard G. Simms	205 792-4145
Elba	MC	5	Owen Ziglar 10/76	. . . .	Jack M. Prescott-2,3	. . . .	Charles Cox	Jack Smart	Johnny Ward	205 897-2333
Enterprise	MC	16	G. C. Donaldson 9/76	. . . .	Carl Griffin	Carl Griffin	B. J. Watson	E. H. Murdock	Jack Hubbard	205 347-2251
Eufaula	MC	9	E. H. Graves, Jr. 10/76	. . . .	Gracie T. Franklin	. . . .	T. R. Miles	H. M. Brown	. . . .	205 687-3531
Eutaw	MC	3	(not reporting)							205 372-4212
Evergreen	MC	4	(not reporting)							205 578-1574
Fairfield	MC	14	Lawrence G. Sides 9/76	. . . .	Grady M. Ellison	Grady M. Ellison	Charley Carnes	Thomas H. Ward	Paul Domostoy	205 788-2492
Fairhope	MC	6	James P. Nix 10/76	. . . .	Marie Moore	. . . .	Michael Rejczyk	Leo Gilheart	E. J. Kirk	205 928-2136
Fayette	MC	5	Guthrie J. Smith	. . . .	Gary D. Bowling	Gary D. Bowling	William C Freeman	Ralph Olive	. . . .	205 932-5367
Florala†	MC	3	Joe R. Evans 10/76	. . . .	Betty R. Hooten	. . . .	Willard Cawthon	Glenn M. Todd	Frank Harrison	. . . .

Florence	CO	34	(not reporting)						205 764-7271
Foley	MC	3	L. W. Brannan, Jr. 9/76	....	Lillian Fell	....	....	Wilbur L. Willis	....	205 943-2141
Fort Payne	MC	8	Fred W. Purdy 10/76	....	Marjorie Roden	....	M. L. Leath	Frank D. Parker	....	205 845-1524
Fultondale	MC	5	Nelson Arnold 9/76	....	Milton W. Stuckey	....	Bruce C. Coggin	William J. Finn	....	205 841-6456
Gadsden	CO	54	C. B. Collier, Jr. 10/74	....	Katherine Owen-2	....	J. Ralph Speer	Charles G. Cary	E. M. Pledger	205 543-9870
Gardendale	MC	7	G. William Noble 10/76	....	Bette Dickey	Bette Dickey	Bill Brock	Hoyatt McCain	Wendell Phillips	205 631-8787
Geneva	MC	4	Hugh Herring, Jr. 9/76	....	Robert W. Justice	Robert W. Justice	Harry L. Chancy	Charlie Wooten	Ralph P. Weekes	205 684-9500
Glencoe t	MC	3	(not reporting)							205 492-1421
Graysville	MC	3	Maurice C. West 10/76	....	Irene R. Mathews	Maurice C. West	William R. Collman	William C. Reid	Maurice C. West	205 674-9411
Greensboro	MC	3	(not reporting)							205 624-8119
Greenville	MC	8	Jamie Etheredge 9/76	....	W. L. Grant-2	....	W. E. Giddens	E. M. Morris	....	205 382-2647
Guntersville t	MC	6	George M. Barnett 10/76	....	Evelyn Purswell	Dave Doby	Harold Moore	Jerry Gamble	....	205 582-2120
Haleyville	MC	4	Robt. F. Blake, Jr. 9/76	....	Miss Tommie Robinson	....	Buford Blackwelder	Ray Southern	....	205 486-3121
Hamilton t†	MC	3	E. T. Sims, Jr. 10/76	....	Mrs. Garnet Jeffreys	Mrs. G. Jeffreys	Bryce Bannister	James Dodd	E. T. Sims, Jr.	205 921-2121
Hartford t	MC	3	John A. Hughes, Jr. 9/76	H. R. Lee	Linda A. Brannon	....	Gary L. Adkison	Q. J. Culverhouse	H. R. Lee	205 588-2245
Hartselle	MC	7	John D. Long 10/76	Willie R. Lott, Jr.	Sarah S. Kesecker	Sarah Kesecker-3	J. E. Hopper	W. L. Kyker	....	205 773-2535
Headland	MC	3	Moran Baxter 10/76	....	Elizabeth G. White	....	J. T. Smith	J. T. Smith	....	205 693-2741
Heflin t	MC	3	(not reporting)							205 463-2291
Homewood†	MC	21	Robert G. Waldrop 10/76	....	Cassie Lee Miller-2	Cassie Lee Miller-2	Howard E. Fields	Edwin H. Wood	Philip Costin-5	205 871-2171
Hueytown	MC	7	L. W. Jackson 10/76	....	Frances J. Cork	....	John M. Bradley	Edw. H. Robinson, Jr.	....	205 491-3523
Huntsville	MC	138	Joe W. Davis 10/76	Paul Byrge	Ruby C. Neeley-2	Ruby C. Neeley-2,3	Massey Tolen	Carl E. Sweeton	Woolsey Finnell-4,5	205 539-9612
Irondale	MC	3	James T. Leath 9/76	....	H. J. Swafford	....	E. L. Shelton	W. C. McSween	Condry Pickle	205 592-6311
Jackson	MC	6	James E. Arrington 9/76	....	Henry Evans	....	Geo. W. Skipper, Jr.	O. D. Godwin	Sam Glasgow	205 246-2461
Jacksonville	MC	8	John B. Nisbet, Jr. 10/76	....	Betty B. Marbut	....	....	J. Ross Tipton	Ed M. Young-5	205 435-7611
Jasper*	CM	11	Jack Moore Brown	H. O. Barton 55	H. O. Barton	H. O. Barton	Charles Hubbert	Hewitt Gant	Harry B. Sherer	205 221-2100
Lafayette	MC	4	(not reporting)							205 864-3111
Lanett	MC	7	(not reporting)							205 644-2142
Leeds	MC	7	(not reporting)							205 699-2581
Linden t	MC	3	R. Milton Cherry 10/76	Roy P. Vice	Jean S. Perry-2	Roy P. Vice	William Morris	Brady W. Creel	....	205 295-2421
Lipscomb	MC	3	J. C. Hury 9/76	....	Sue P. Bruce	Sue P. Bruce	Charles Tyler	W. L. Smith	....	205 428-6374
Livingston*	CM	4	Drayton Pruitt, Jr. 10/76	Bobby Claunch 72	Esther B. Jones	Esther B. Jones-2	John Snider	Mike Barnett	Bobby Claunch	205 652-2350
Madison t	CO	3	(not reporting)							205 772-9211
Marion	MC	4	Douglas J. Moore 9/76	W. David Cobb 72	Carolyn R. Mozingo-1	Carolyn R. Mozingo-3	Lucius Rayfield	John W. Anderson	....	205 683-3111
Midfield	MC	6	Raymond R. Parmer 10/76	....	Alta Jean McQueen	....	James W. Morris	James W. Morris	Charles Waldrop, Jr.	205 788-2467
Mobile	CO	190	Gary A. Greenough 2/75	....	Richard L. Smith	Patrick W. Kelly	H. H. Edwards, Jr.	Edward J. McLean	Thomas K. Peavy	205 438-7411
Monroeville†	MC	5	W. H. Hines	....	Charlotte Raines	Charlotte Raines	W. D. Pickens	James E. Maples	James W. Sellers	205 743-2084
Montevallo t	MC	4	Ralph W. Sears 10/76	....	Kenneth Bailey-2	....	S. M. Mahan	Troy Kirkland	....	205 665-1264
Montgomery	CO	133	Jim Robinson 75	....	Alex R. Garrett	John Toole-2	J. A. Odom	Edward L. Wright	Kenneth Hemphill-4	205 262-4421
Mountain Brook*	CM	19	Lee McGriff	Daniel E. Watkins 72	M. E. Smith	Daniel E. Watkins	Charles W. Oakley	John F. Haley	William I. Miller-5	205 870-3532
Muscle Shoals t	CO	7	(not reporting)							205 383-5675
Northport	MC	9	(not reporting)							205 758-0553
Oneonta	MC	4	(not reporting)							205 274-2150
Opelika	CO	19	Lewis Cooper, Jr. 10/77	....	W.F. Pearson	W.F. Pearson-3	G.A. Mitchell	Wm. J. Trussell, Jr.	N.L. McCrory-4	205 745-5731
Opp	MC	6	(not reporting)							205 493-4572
Oxford t	MC	4	Bester Adams, Jr. 10/76	....	Ernestine Boyles	Ernestine Boyles	Hurston Cofer	W. O. Wolden	David Rooks	205 831-2414
Ozark	MC	14	Tom A. Goff	....	Sam Parker-2	Sam Parker-2	Pat White	J. R. Dykes	Dan Sowell-4, 5	205 774-5393
Pell City	MC	5	Aubrey E. Nixon 9/76	....	Bettie Scott	....	Cecil Guthrie	Ruble E. Bowlin	James A. Tyus	205 338-2244
Phenix City	CO	25	Frank Roberts 10/77	Jack Kinney	John Franklin	John Franklin	James Montgomery	Floyd Richards	Roy Hall	205 298-7878
Piedmont	MC	5	(not reporting)							205 447-2511
Pleasant Grove t	MC	5	Bobby R. Patrick 9/76	....	Sarah A. Mays	....	John Scholl	Robert L. Love	George Parkin	205 744-7221
Prattville	MC	13	(not reporting)							205 365-6736
Prichard	MC	42	A. J. Cooper, Jr. 10/76	....	Eva C. Greene	Eva C. Greene	W. M. Boutwell	Roland Hill	L. L. Drew	205 457-3381
Rainbow City t	MC	3	(not reporting)							205 442-2511
Red Bay	MC	2	L. N. Flippo, Jr. 9/76	....	Homer J. Wilson	....	Seaman Strickland	John James	....	205 356-4473
Roanoke	MC	5	F. J. Cauthen 10/76	....	Olin E. Sheppard	....	Vernon Tobin	Billy M. White	....	205 863-4129
Roosevelt	MC	4	(not reporting)							205 426-1261
Russellville	MC	8	Ralph C. Bishop 10/76	....	Hazel E. Hester	....	William A. Wilson	G. A. Ayers	....	205 332-3850
Saraland	MC	8	Richard H. Prescott, 76	....	Mary L. Potter-1,2	....	Ravon Allen	Franklin Pridgen, Jr.	William F. Mann	205 457-4338
Scottsboro	MC	9	John T. Reid 10/76	....	....	....	....	....	....	205 574-3100
Selma	MC	27	(not reporting)							205 875-7411
Sheffield	CO	13	F. E. Draper 9/75	....	E. S. Enoch	E. S. Enoch	Hunter H. Hardy, Jr.	Warren Aycock	B. F. Walden	205 383-0250
Sylacauga	MC	12	Curtis O. Liles 10/76	....	John Newberry	John Newberry	Prima Herd	Albert E. Higgins	Troy W. Smithwick	205 245-4344
Talladega	CO	18	Norman C. Wood 10/75	....	Joe L. Gambrell	B. B. Parks	L. D. Morris	Harold Bartlett	O. S Campbell	205 362-8186
Tallassee	MC	5	Edd L. Huey 9/76	....	Berta H. Bowman	....	Herman Gaither	Gordon Thornell	....	205 283-3811
Tarrant City	MC	7	D. Evan Veal 10/76	....	H. Ford Aders-2	....	Hobert L. Wear	Clyde V. Sellers	W. T. Baggett-5	205 841-2758
Thomasville	MC	4	B. H. Strickland 76	....	Elna McGilberry	W. H. Sadler, Sr.	Richard Ard	R. A. Irons	....	205 636-2174
Troy	CO	11	G. A. Gibbs 10/74	....	Jimmy A. Floyd-2	....	A. B. Tillery	John P. Lee	E. C. Jinright-5	205 566-0177

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
ALABAMA (116) continued										
Trussville t.	MC	3	(not reporting)							205 655-2101
Tuscaloosa	CO	66	(not reporting)							205 759-4421
Tuscumbia§	CO	9	William F. Gardiner 9/74	Gary S. Roberts 74	Gary S. Roberts	Gary S. Roberts	Harold McKee	James Kimbrough	Charles Ricks	205 383-5463
Tuskegee	MC	11	Johnny Ford 9/76	. . . .	Mildred F. Moore	. . . .	A. O. Dennis	Michael W. Gates	. . . .	205 727-2180
Union Springs	MC	4	F. H. Anderson, Jr.	K. L. Besecker	K. L. Besecker	Sam S. Rainer	Ray Mason	T. W. Tillery	. . . .	205 738-2720
Vestavia Hills	MC	8	(not reporting)							205 823-1153
Warrior	MC	3	H. Jean Gayle 10/76	. . . .	LaBonne Gilliland	H. Jean Gayle	Sam Ogletree	Zim Banks	. . . .	205 647-0521
Wetumpka	MC	4	(not reporting)							205 567-5147
Winfield	MC	3	Joe R. Carothers 9/76	. . . .	Elsa McGraw	Elsa McGraw	Ellis Ray Westbrook	Luard Kizzire	W. L. Lynn-5	205 487-2110
York t	MC	3	(not reporting)							205 392-5231
ALASKA (19)										
Anchorage*	CM	48	George M. Sullivan 10/76	Douglas G. Weiford 74	. . . .	Robert M. Nelson	Eugene Bennett	Charles G. Anderson	Herman Veselka	907 274-2525
Cordova*	CM	1	James Poor 10/75	Bruce A. Massey 72	Donna M. Sherby-1,2	Donna M. Sherby-1,2	Jack Dinneen	James F. Calhoon	Stuart Starbuck-4,5	907 424-3237
Dillingham*	CM	1	Freeman A. Roberts 10/75	Samuel L. Coxson 73	Marietta J. Jacobson	Joann Ruby	Harry D. Schwartz	Harry D. Schwartz	Ray Kase	907 842-3483
Fairbanks*	CM	15	Harold Gillam 10/74	Wallis C. Droz 65	Kathleen I. Day	Robert R. Wolting	. . . .	. . . .	. . . .	907 452-1881
Homer*	CM	1	Hazel Heath 10/74	Jack J. Greene 70	Charlotte Calhoun	Mary L. Epperson	R. B. Jackson	Michael Daugherty	Jack Miller	907 235-8767
Juneau*	CM	14	William R. Macomber	M. B. Winegar 74	E. J. Emery	James F. Kennedy	Doug Boddy	Richard Burton	Arthur N. Morrison	907 586-3300
Kenai*	CM	4	James A. Elson 10/77	Roland D. Lynn 74	Sharon A. Loosli	David T. Chen	Robert R. Shirnberg	Barry W. Pegram	. . . .	907 283-7535
Ketchikan*	CM	7	William G. Moran 10/76	James R. Eide 66	Mary McKinley	Allan B. Learned	Walter W. Winston	Ray Hackstock	W. S. Hunter-4	907 225-3111
Kodiak*	CM	4	Tom Frost, Jr. 10/75	John F. Isadore 72	Libby Presnall	Craig Bishop	George Magnusen	Jack Rhines	Herman T. Beukers-5	907 486-3224
Kotzebue*	CM	2	Ernest Norton 10/74	. . . .	Barbara Steckel	Barbara Steckel	Charles M. Huss	Edward L. Ward, Jr.	Herman Hess	907 442-3271
Nome*	CM	2	Robert H. Renshaw	Hervel Hensley 74	. . . .	Ralph Beardsley	Robert Lewis	Roger Kennedy	Robert Morse	907 443-5242
Palmer*	CM	1	Jack E. Maze 10/74	James L. Boyd 74	James L. Boyd	Edna B. Armstrong	Daniel M. Contini	Gary Eilers	Charles Shaver	907 745-3273
Petersburg*	CM	2	Theodore M. Smith 10/75	H. D. Scougal	Jerry Van Vleck-2	Jerry Van Vleck	Dorsey Rhoden	Robert Harrington	Dorsey Rhoden	907 772-4511
Seldovia*	CM	..	Robert W. Gruber 10/75	. . . .	Elaine M. Giles-3	. . . .	. . . .	Lyle Gary Gunkel	. . . .	907 234-7643
Seward*	CM	2	Lee McAnerney 10/75	James R. Filip 69	James R. Filip-3	Burton W. Baugh	Oscar Watsjold	William T. Bagron	Galen Albertson	907 224-5216
Sitka§	MC	3	John E. Daplevich 10/75	Fermin Gutierrez 72	Myrtle V. Flynn	Richard G. Anderson	Martin A. Fredrickson	Lawrence Carley	Laurence Stratton	907 747-3294
Skagway	MC	3	Ed Hanousek, Sr. 10/75	John P. Bowers	Barbara Leffingwell-2	. . . .	Carl Mulvihill	Donald McKee	Richard Turner-4,5	907 983-2297
Valdez*	CM	1	Emil Wegner 10/75	H. W. Lehfeldt 71	H. W. Lehfeldt	. . . .	Thomas McAlister	David Oehler	. . . .	907 835-4313
Wrangell*	CM	2	Donald J. House 10/75	H. E. McNabb 73	Joyce Rasler-2	H. E. McNabb	Gordon L. Buness	William G. Klein	C. O. White-5	907 874-2381
ARIZONA (39)										
Avondale*	CM	6	(not reporting)							602 932-2400
Benson t	MC	3	Dick Hamilton 6/75	. . . .	Amy Lowery	. . . .	R. L. Nagle	Joe Alvarez	Raul Amado	602 586-2245
Bisbee	MC	8	Charles E. Eads 6/76	. . . .	Sandra McGovern-2	Sandra McGovern-1	Clyde Burchinal	D. B. Lombardin	Robert W. Hoppe	602 432-5446
Buckeye t	CM	3	Jackie Meck 6/78	W. G. Hamner	W. G. Hamner	W. G. Hamner	Gene Ray	Robert Melton	R. L. Pittman-5	602 935-4532
Casa Grande*	CM	11	Jimmie B. Keer 4/75	David L. Kincanon 69	Patricia A. Noland	Richard E. Reiff	Nathan C. Coxon	John A. Cozad	Henry C. Grusendorf-4	602 836-7471
Chandler*	CM	14	Raul G. Navarrete 3/76	William O'Dell 72	Helen Halvorson	Barry Webber	. . . .	William T. Louthan	Bruce B. Knutson	602 963-8111
Clifton t	MC	5	A. M. Tony Rodirguez 6/76	. . . .	Ed Danenhauer	. . . .	Salvador Romero	Manuel Gonzales, Jr.	. . . .	602 864-4146
Coolidge*	CM	5	William L. Flores 3/76	Michael D. Goyer 73	Thomas M. Dorn	Thomas M. Dorn	E. C. Jerry Williams	O. J. Sparks	Carl A. Armstrong	602 723-5361
Cottonwood t*	CM	3	W. G. Robinson 5/75	Jon L. Devner 74	Jon L. Devner	G. W. Selander	Carlos Gallegos	Loy Wayt	. . . .	602 634-5526
Douglas	MC	12	Paul Huber, Jr. 6/76	. . . .	Jonathan F. Denney	Jonathan F. Denney	Gerald Wicke	Ronald J. Borane	Joe A. Ruterman-5	602 364-8405
El Mirage t	MC	3	Margarita Reese 6/76	. . . .	Louise Brooks	. . . .	Frank Graves	John Martinez	Cecil Skaggs	602 933-1121
Eloy t*	CM	5	Robert Clardy 3/76	Thos A. Devereux 74	Thomas A. Devereux	T. A. Devereux	Coy Amerson	. . . .	Mel Clow	602 466-7562
Flagstaff*	CM	26	William S. Erwin 3/76	Charles K. McClain 73	Linda Butler	Frank Abeyta	Don E. Vorhies	Elmo Maxwell	Gene Gilpin	602 774-5281
Gila Bend t*	CM	2	Willis A. Williams 75	. . . .	Grace Avery	. . . .	Orvil Gilreath	Tom Cromwell	Orvil Gilreath	602 683-2435
Glendale*	CM	36	Max Klass 4/76	S. F. Van DePutte 60	Bernice L. Grogg	John H. Starks	Gray Crabtree	John R. Morin	Earl Tucker	602 939-9711
Globe*	CM	7	G. H. Williams 5/76	Lionel Blair 74	Mary Roberts	Mary F. Roberts	Gerald Fitzpatrick	Dale I. Van Buskirk	C. S. Collins	602 425-7991
Hayden t*	CM	1	Dee B. Roberson 6/75	Eugene King 69	Eugene King	Racheal Ramirez	Earl Thompson	Earl Thompson	Eugene King	602 356-7801
Holbrook t*	CM	5	Willard Guttery 3/75	R. Delbert Self 73	R. Delbert Self	Michael Fleetwood	G. E. DeSpain	James M. Carroll	. . . .	602 524-6225
Kearny t*	CM	3	Gayle E. Campbell 5/76	Karl B. Eagar 73	Kathleen J. Dreggor-3	Karl B. Eagar	Frank Quiroz, Jr.	James E. Webb	Salvador Carranza	602 363-7232
Kingman*	CM	7	E. S. Torres 6/76	Larry E. Hunt 74	Dorothy Helmer	Robert J. DePoy	Charles Potter	Carroll O. Brown	Charles L. Boise-5	602 753-5561
Mesa*	CM	63	Eldon W. Cooley 6/76	James A. Petrie 52	John Cramer-3	Newel Palmer	Ralph Brinkerhoff	Ramon Mendoza	C. K. Luster-5	602 834-2011
Miami t	MC	3	Katie Weimer	. . . .	Gene Miller	. . . .	Sam Knight	Abraham J. Castaneda	Elias Y. Garcia	602 473-2281
Nogales†	MC	9	Arthur M. Doan	. . . .	Fidel A. Enciso-1,2	Fidel A. Enciso-1,2	Robert Mendez	Louis Sotomayor	Manuel Leyva	602 287-2627
Paradise Valley t*	CM	7	E. Robert Tribken 4/76	Oscar A. Butt 73	Mary Ann Brines	. . . .	. . . .	Ronald W. Dalrymple	Charles H. Atkinson	602 948-7411
Peoria*	CM	5	. . . .	Michael J. McNulty 70	. . . .	. . . .	. . . .	. . . .	. . . .	602 931-3741
Phoenix*	CM	582	Timothy A. Barrow 1/76	John B. Wentz 70	Donna Culbertson	Tony Vicente	G. G. Holzner	Lawrence M. Wetzel	Fred Glendening	602 262-6941

Prescott*	CM	13	Victor H. Lytle 1/75	R. Alan Bibler 72	Frank W. Caso	A. D. Tomlinson, Jr.	Jack Hamilton	Harry Vandevort	L. F. Bombardieri-4,5	602 445-3500
Safford	CM	5	Leslie W. Davis 6/76	O. Rawson	Mildred Russell	Mildred Russell	Irvin Talley	Milton Rhea	Don Green	602 428-3480
Scottsdale*	CM	68	William C. Jenkins 4/76	Dale Carter 71	Fern Nell	Chad Cowley-2	L. A. Witzeman	W. C. Nemetz	Tim Bray	602 994-2422
Sierra Vista*	CM	17	Ethel H. Berger 2/75	John G. Sarris 73	G. Ray Lee	....	Donald R. Newcomer	C. Reed Vance	Thomas Mulholland	602 458-3315
South Tucson*	CM	6	Dan Eckstrom 6/75	Ernesto G. Munoz 72	A. Rene Gastelum-3	A. Rene Gastelum	Richard Serrano	George Corti	Manuel Santa Cruz	602 792-2424
Tempe*	CM	63	William J. Loplano 7/76	K. A. McDonald 68	Virginia S. Thompson	James Alexander	William Hanna	A. F. Fairbanks, Jr.	Grover Serenbetz-5	602 968-8221
Tolleson†*	CM	4	....	John E. Phillips 74	....	....	....	....	....	602 936-1161
Tucson*	CM	263	Lewis Murphy 12/75	Joel D. Valdez 74	Don Dement	James Kay, Jr.	Leonel F. Peterson	William J. Gilkinson	James Betts	602 791-4204
Wickenburg†*	CM	3	E. Curtis Arnett 5/76	George W. Scrimshaw	Betty Hardy	....	Chester Davis	Richard Savage	Coney Orosco	602 684-5451
Willcox*	CM	3	Thelmer A. Smith, Jr.	Ellis Foote 69	Ellis Foote	Ellis Foote	Leonard Garza	Robert C. Ward	Bernard O. Scott	602 384-2254
Williams*	CM	2	James L. Hoffman 6/76	Harry R. Sharp 72	Laura Cole	....	Fred Augenstein	Gordon Wheeler	....	602 635-4413
Winslow	MC	8	James L. Curtis 6/76	Jack Bradshaw	Patricia Fisher	Patricia Fisher	Paul E. Lutes	Walter Maule	Yehia Salah	602 289-2422
Yuma*	CM	29	Ersel C. Byrd 12/77	J. W. Clevenger 72	Marjorie Oliver	James E. Reed	Bernard Raebel	Powell L. Elkins	Willie Garrett	602 782-1446
ARKANSAS (76)										
Arkadelphia*	CM	10	Eli Gary 12/74	Boyce E. Harrod 67	Barbara Elder	....	Herman H. Hankins	Marvin S. Miller	....	501 246-4583
Ashdown	MC	4	(not reporting)							501 898-2622
Augusta	MC	3	(not reporting)							501 347-2790
Batesville	MC	7	(not reporting)							501 793-9881
Beebe	MC	3	Jessie R. Lay 12/74	....	James Welch	William Warren	James Welch	Doyle Staley	Jessie R. Lay	501 882-3600
Benton	MC	16	(not reporting)							501 778-1131
Bentonville	MC	6	Ernest G. Lawrence 12/74	Dan M. Douglas 70	Vida Simpson	Brenda Ward	Jerry Griffith	John Black	Bill Fariester	501 273-5525
Blytheville†	MC	25	Tom A. Little, Jr. 12/74	....	Dorothy L. Besharse-2	Sally Johnson	Roy Head	Robbie J. Cox	George J. Benedict-4	501 763-7513
Booneville	MC	3	H. A. Harp 1/75	J. A. Evans	G. W. Tatum	G. W. Tatum	Bob Dempsey	Rex Dempsey	Jack Parks	501 675-3811
Brinkley*	CM	5	R. E. Bob Hawkins 12/74	John Holliday 67	Margaret Stockdale	Geraldine Patrick	Robert Raney	George Bethell	Hayes Warren-5	501 734-1382
Cabot	MC	3	(not reporting)							501 843-3566
Camden*	CM	15	Jasper B. Morris 12/76	John L. Bloomberg 74	Ray Joyner	Ray Joyner	Paul S. Benton	Ralph D. Scott	Harlan B. Benson	501 836-6436
Clarendon†	MC	3	Flynn Chivers 12/74	....	Sue Baker French	....	B. W. Self	Ned James	....	501 747-5414
Clarksville	MC	5	(not reporting)							501 754-8100
Conway	MC	16	Walter Dunaway 12/74	....	Doris Nunn	Doris Nunn	Wilson Drews	Ruben O. Goss	W. K. Stanford	501 329-3878
Corning	MC	3	T. W. Ragsdell 12/74	....	Paula Walls	Paula Walls	Leon Foster	Gene Smith	....	501 857-3311
Crossett†	MC	6	V. N. Carter 12/74	....	Nelson Toler	Marilyn H. Hudgens	Marvin E. Rushing	Hoyt Kelly	....	501 364-4131
Dardanelle	MC	3	Billy Woodson 12/74	....	Earl Blevins	....	Fred Partain	John Blevins	Delmer Z. Lynch-4,5	501 229-4500
DeQueen*	CM	4	Ray Wilson 74	Wm. E. White, Jr. 74	Weldon E. Flanery	....	Jack Merideth	Elbert Hughes	....	501 584-3445
DeWitt†	MC	4	John Schallhorn 12/74	....	Willene Miller	....	J. W. White	James Mason	....	501 946-2191
Dermott	MC	4	Ben Bynum 12/78	....	Pauline Fields	Pauline Fields	Morris Parker	Bill Payne	Carrol Jackson-4,5	501 538-5251
Dumas	MC	5	Billy Free 12/74	Joe Morgan 57	Mary S Howard	....	R. Turner	A. L. Morgan	....	501 382-5511
Earle	MC	3	(not reporting)							501 792-8909
El Dorado†	MC	25	I. L. Pesses	....	Curtis Crumpler-2	....	Jesse S. Cheek	R. E. Pennington	W. R. Baker	501 863-8061
England	MC	3	(not reporting)							501 842-2311
Eudora	MC	4	(not reporting)							501 355-4545
Fayetteville*	CM	31	Russell T. Purdy 12/74	Donald L. Grimes 72	Darlene Westbrook	Patrick J. Tobin-2	Charles L. McWhorter	Hollis Spencer	Clayton Powell-5	501 521-7700
Fordyce	MC	5	Marvin R. O'Mary 1/79	....	Cherie O'Mary	Martha Morgan	Roy W. Mosley	Bill Gober	....	501 352-3988
Forrest City	MC	13	Coolidge Conlee 12/79	....	C. N. Haven	C. N. Haven	Johnny Rice	David C. Parkman	....	501 633-1692
Fort Smith*	CM	63	Jack D. Freeze 12/74	Ray A. Riley 72	Lanita Bolton	Richard L. Tidwell	Luther Bevel	Carl W. Beyer	James Green	501 785-2801
Hamburg	MC	3	Adrian McDonald 12/74	....	Hazel Henderson	Adrian McDonald	Henery Livinston	J. U. Nash	Billie B. Hill	501 853-5300
Harrison	MC	7	Hugh Ashley 12/74	....	Jack Hubbs	Earnest B. Wilson	Cloie Wagner	G. A. Reid	Leonard Brown	501 365-5126
Heber Springs	MC	2	H. G. Smith 12/74	....	Norma Jean Martin	John M. Moose, Jr.	Jack Mullens	Bill Brown	....	501 362-3635
Helena†	MC	10	W. E. Stratton 12/74	....	Mildred Sallis	Lillian L. Hatfield	Johnnie Beveliaque	Kenneth Winfrey	Marvin A. Tidwell-5	501 338-3479
Hope*	CM	9	Sam W. Strong 12/74	G. A. Keith 72	Sally Andrews-2	....	James Cobb	Alvin Willis	....	501 777-6701
Hot Springs	MC	36	T. J. Ellsworth 12/74	....	J. Harold Smith	J. Harold Smith	Vern Smith	Joe Crain	Virgil Man-5	501 624-5741
Jacksonville†	MC	20	John H. Harden 1/75	....	Mrs. Floy Avants	Mrs. Floy Avants	Wayman Schmitt	Leonard T. Brickell	John H. Harden	501 982-3181
Jonesboro†	MC	27	Neil Stallings 12/74	....	Phyllis Stringer	Phyllis Stringer	Fred Rorex	James Hanley	S.E. Gardner-4	501 932-1052
Lake Village	MC	3	(not reporting)							501 265-2470
Little Rock*	CM	132	William H. Walters 12/74	Carleton McMullin 73	Jane Czech	E. Jack Murphy	Jack Davis	Gale F. Weeks	Jan B. Carter	501 376-6111
Lonoke	MC	3	J. Eric Schenebeck 12/74	....	Maoma Cochran	Thomas Privett	J. W. Hastings	Tommy Hill	....	501 676-7953
McGehee	MC	5	Hayes R. Stephens 11/77	....	Charles L. Loyd	....	B. B. Lackey	Lewis Baker	....	501 222-3636
Magnolia	MC	11	Harry Kolb 12/78	....	Grace Giffin	Genevieve Baskin	Fred Rogers	James W. Cleaver	Alvin Broom-5	501 234-7312
Malvern	MC	9	Wayne Selph 1/77	Kenneth W. Parker 73	Dorothy Keith-3	K. W. Parker	Thomas Taylor	Laney Phipps	....	501 332-3638
Marianna	MC	6	John Oxner 12/74	....	Chas. E. Yancey, III	....	E. F. Montgomery	James K. Caughley	....	501 295-2508
Marked Tree	MC	3	J. G. Waskom, Jr. 1/75	....	George Crowell	George Crowell	....	....	....	501 358-2130
Mena	MC	5	(not reporting)							501 394-3031
Monticello	MC	5	James T. Jordan 12/74	....	Glenda F. Nichols	....	Jack Carson	Harry Allison	....	501 367-3415
Morrilton	MC	7	(not reporting)							501 354-3484
Mountain Home	MC	4	Jerome E. Flanders	....	Penelope R. Feist	Lois C. Lambrecht	Bob Dust	Fred B. Brunson	Robert E. Hurst	501 425-5115
Nashville	MC	4	W. B. Holliday 12/78	....	June Floyd	....	Dean Power	Otis L. Icenhower	....	501 845-1440
Newport*	CM	8	James A. Wallace	W. Alfred Harvey 74	J. Paul Heard-2	....	Harry Benish	J. D. Poe	W. A. Bigham-5	501 523-2721

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
ARKANSAS (76) continued										
North Little Rock	MC	60	Paul Eddie Powell 12/76	. . . .	Mrs. Jackie Neil	Paul Nahlen	I.E. Turner	W.D. Younts	Charles Wrobleski-4,5	501 374-2233
Osceola	MC	7	R. E. Prewitt 12/78	. . . .	Lynda Wells	Julia Mae Morrison	Fred Hendrix	Ray Rigsby	Fred Banister	501 563-5245
Ozark	MC	3	Don Smith 12/74	. . . .	Clara Smith	. . . .	Robert Trotter	Willie D. Wisdom	. . . .	501 667-2238
Paragould	MC	11	Bob Camp 12/74	. . . .	Emma Jean Cole	. . . .	Dean Farley	John L. Watson	. . . .	501 236-7791
Paris	MC	4	(not reporting)							501 963-2450
Piggott	MC	3	George Cook	. . . .	C. W. Caselton	. . . .	C. C. Edwards	Leonard Bell	Ray Lyons	501 598-2296
Pine Bluff	MC	57	Austin T. Franks 12/76	. . . .	Edna Munn	Edna Munn	Ray Jacks	Cleddie Shock	T. J. Rowell-4	501 534-2671
Pocahontas†	MC	5	Adrian L. White 12/74	. . . .	Geraldine Oakley	Viva Krebs	Logan Crawford	Ernest Bruton	Brance Buckner	501 892-3929
Prescott	MC	4	(not reporting)							501 887-2210
Rogers†	MC	11	Ed M. Bautts 12/74	. . . .	Laura Wierick Cline	. . . .	Richard Graves	Jack Cole	. . . .	501 636-1430
Russellville	MC	12	M. J. Hickey 12/78	Ron Russell 73	Charles F. Howell	Juanita Lee Edwards	Dave Sacrey	Howard E. Spinks	R. S. Branch-5	501 968-3232
Searcy	MC	9	Leslie Carmichael 12/74	. . . .	Dorothy West	. . . .	J. W. Morris	Dean Hunter	William Joyner	501 268-2710
Sherwood	MC	3	B. E. Henson 1/75	. . . .	Amy Sanders	G. R. Massey	Pete Lacey	Charles Seelinger	Henry Orr	501 835-5311
Siloam Springs	MC	6	Robert J. Henry 12/74	. . . .	Neal Lancaster	. . . .	Joe Fred Yeager	Tommy Himes	. . . .	501 524-5136
Springdale†	MC	17	Park Phillips 12/74	. . . .	Letha Brogdon-2	Letha Brogdon-2	Mickey Jackson	Wayne Hyden	. . . .	501 756-6151
Stuttgart†	MC	10	John W. Bueker 12/74	. . . .	Ann Walker	Hazel Sayre	Edward Lynch	Harold Lammers	C. E. Snyder-5	501 922-5592
Texarkana*	CM	22	Jack E. Trigg 12/74	Ronald R. Copeland 72	Mary Ward	James Smith	Gene M. Davis	John Butler	Olin Crowell	501 774-3161
Trumann t†	MC	6	Terry M. Clogston 74	. . . .	Mildred Browne	C. D. Harlan	Earl Cook	Charles Meridith	F. J. Gregson	501 483-5138
Van Buren	MC	8	(not reporting)							501 474-8936
Walnut Ridge	MC	4	Oneal Kellim 12/74	. . . .	Benson Hart	. . . .	Bob Smith	Kenneth Guthrie	. . . .	501 886-3568
Warren	MC	6	Amos Warren 12/74	. . . .	Betty Lain	. . . .	Freddie L. Watts	David L. Dunaway	. . . .	501 226-5181
West Helena	MC	11	(not reporting)							501 572-3443
West Memphis	MC	26	C. Tilden Rodgers 12/74	. . . .	Charles F. Degraff	Fred W. Owen	. . . .	V. Parvin Romines	Eddie E. Brawley	501 735-2720
Wynne	MC	7	Robert M. Ford	. . . .	Olive M. Bock	Doyl Brown	Wilbur English	Wilbur Hall	R. L. Martin-5	501 238-3235
CALIFORNIA (364)										
Alameda*	CM	71	Terry LaCroix, Jr. 4/75	John D. Goss 73	Ethel Pitt	Raymond D. Martin-1	Ernest Servente	Richard Young	Mark J. Hanna-4,5	415 522-4100
Albany*	CM	15	Richard O. Clark	James B. Turner 60	Patricia A. George	Bette C. Rhodes-1,2	Gerald Browne	James Simmons	James B. Turner-4,5	415 526-6116
Alhambra*	CM	62	Talmage V. Burke	Harry S. Scott 68	Mrs D. McKusick	Alex McFarlane-1,2	Roy R. Ludt	Donal Meehan	Leroy E. Moeller	213 282-5111
Alturas	MC	3	(not reporting)							916 233-2512
Anaheim*	CM	167	W. J. Bill Thom 4/76	Keith A. Murdoch 50	Alona Hougard	M. R. Ringer	James Riley	David B. Michel	Thornton Piersall	714 533-5626
Anderson*	CM	5	Marvin P. Bennett	C. E. Martin 70	Virginia Nuss	Margaret Mossom	Ross Phipps	Rolleigh Marr	Roark T. Weber	916 365-2521
Antioch*	CM	28	Fred Kline 3/76	T. W. Oglesby 70	Dorothy P. Marks	Robert Dethke	Edward Cavalli	E. A. Carlson	Stanford Davis-5	415 757-3333
Arcadia*	CM	43	Alton E. Scott 4/75	Lyman H. Cozao 66	Christine Van Maanen	Charles Reiman	Eugene F. Mahoney	Charles E. Mitchell	Chester Howard-4,5	213 466-4471
Arcata*	CM	9	Alexandra Fairless 4/76	Roger A. Storey 74	John DeSelle	John DeSelle	. . . .	Newsom J. Gibson	Guy J. Conversano-4	707 822-5951
Arroyo Grande*	CM	7	Donald L. Talley 3/76	Thomas M. Butch 63	Ines A. DelCampo	Maurie Rosengren	Tony Marsalek	James C. Clark	J. E. Anderson, Jr.	805 489-1303
Artesia*	CM	15	Robert Jamison 4/75	M. D. McKeown 72	Margaret M. Rittel	David N. Lund	. . . .(6)	. . . .(6)	M. D. McKeown	213 865-6262
Arvin	MC	5	Frank Gipson 4/76	O. L. Wooner 73	Mrs. V. M. Collins	. . . .	. . . .	O. L. Woodner	. . . .	805 854-2713
Atherton t*	CM	8	John R. Blackinger 4/76	Jack D. Farrell	Jack D. Farrell	Jack D. Farrell	. . . .	Shirden P. Flanders	Jack D. Farrell-5	415 325-4457
Atwater*	CM	12	Rudy Trevino	Thomas L. Cochran 66	Jane Zoller	Thomas L. Cochran	. . . .	Gerald R. Cole	George C. Taylor-4	209 358-5606
Auburn*	CM	7	Louis T. Clay 4/75	Jack H. Sausser 70	Florence Ladeck	R. Neal Bearden	Henry Gietzen	Robert Hensley	Maurice J. Clark	916 885-5661
Avalon*	CM	2	Norman Perluss 3/77	Jack Osteen 67	Shirley Davy	Terri J. Spinak	Jack T. Goslin	Sam Collins	Charles Bilonick	. . . .
Azusa*	CM	25	Willard R. Decker 4/76	John R. Dangleis 72	. . . .	Edward A. Cooney	Robert M. Torrance	Carl W. Elkins	Michael W. Wells-5	213 334-5125
Bakersfield*	CM	70	Donald M. Hart 1/77	Harold E. Bergen 66	Harold E. Bergen	D.L. Haynes-2	C.C. Haggard	R.O. Price	Calvin A. Bidwell-5	805 327-1641
Baldwin Park*	CM	47	Virgil Hamilton 4/75	James S. Mocalis 71	Thelma L. Balkus	Thelma Duncan	. . . .(6)	Dale Adams	. . . .	213 338-1181
Banning*	CM	12	William R. Anderson 4/76	David F. Dixon 70	Connie G. Pehau	James T. Shirley	Lowell Trimmer	Harry Moore	Arva L. Franklin	714 849-4511
Barstow*	CM	17	George E. Goldsmith 6/76	Lawrence D. Rose 73	Betty Rowe	William M. Russ	W. Pinkerton	H. O. Davis	Juan L. Mijares-4,5	714 256-3531
Beaumont*	CM	5	Albert Haskell 4/76	Joseph E. Ward 69	J. C. Conley	J. C. Conley	Michael C. Diebner	Wm. B. Salinas	N. E. Jones	714 845-1171
Bell*	CM	22	Jay B. Price 3/78	John D. Pitts 64	Robert H. Robinson	John D. Pitts	. . . .(6)	George R. Wagner	John Lathrop	213 588-6211
Bell Gardens*	CM	29	Roger McComas 4/75	Helen S. West 71	Helen S. West	C. Raymond Wood	Richard H. Houts	Ferice B. Childers	Gerald L. Tolley	213 773-5060
Bellflower*	CM	51	Clyde M. Wilson	Peter B. Feenstra 68	Jean S. Koch	Marjorie Torrence-3	. . . .(6)	. . . .(6)	Wm. O. McConnell-5	213 866-9003
Belmont*	CM	24	Ferdinand J. Giuliani 4/76	James P. DeChaine 70	J. W. McLaughlin	Allen R. Beck	Richard Weare	William R. Singer	James Doerksen-4	415 592-8101
Belvedere*	CM	3	David E. Bordon 4/75	Wm. L. Cavalli 64	Wm. L. Cavalli	Wm. L. Cavalli	L. T. Mersereau	John W. Jaeger	. . . .	415 435-3838
Benicia*	CM	9	C. Carsten Johansen 4/76	Larry F. Pennell 73	Betty M. Pellinen	Jack D. Cabral	Thomas Gieffels	Victor Lombreglia	John A. Pinner	707 745-0510
Berkeley*	CM	117	Warren Widener 4/75	John L. Taylor 74	Edythe Campbell	Bernon Erickson	Robert Kearney	Bruce R. Baker	Roy Oakes-5	415 644-6000
Beverly Hills*	CM	33	Charles Aronberg 4/75	George E. Morgan 71	Jean Ushijima	Merle Lundberg	Harold K. Bordner	B. L. Cork	Edward E. Tufte	213 276-6181
Bishop	MC	3	William W. Mayhugh 4/78	. . . .	M. J. Fisher-2	M. J. Fisher-2,3	Walter M. Primmer	Kenneth A. David	Clyde E. Coons	714 873-5863
Blythe*†	CM	7	Richard J. Farrage	A. G. Alexander 70	A. G. Alexander	. . . .	Herschel Cheatwood	Hugh B. Ingram	. . . .	714 922-6161
Bradbury§	MC	1	William D. Schultz 3/78	Dolly Vollaire 73	Dolly Vollaire	Dolly Vollaire	. . . .(6)	. . . .(6)	. . . .	213 358-3218

Brawley*	CM	14	Louis Curiel 3/75	Walker J. Ritter 72	Lois Williams	Walker J. Ritter	Amos K. Jones	W. J. Santos	Arthur J. Pion-4	714 344-1550
Brea*	CM	18	Leonard MacKain 4/76	Wayne D. Wedin 68	Dorothy D. Storm	R. J. Schreiber	Kenneth L. Staggs	Robert Wasserman	Milo Keith-4	714 529-4951
Brentwood*	CM	3	George G. Gambel 3/76	Roy E. Poertner 73	Roy E. Poertner	Roy E. Poertner	. . . .	Joseph J. Sheehan	Joseph A. Wirth, Jr.	415 634-3505
Brisbane*	CM	3	Anja K. Miller 4/75	Clark L. Smithson 74	Clark L. Smithson	Clark L. Smithson	C. R. Moritz	Elmer A. Martini	James F. Carroll	415 467-1515
Buena Park*	CM	64	Stanley F. Meyer 3/75	Richard D. Wykoff 73	Marguerite Courson	J. W. Kerfoot	J. W. Verbeck	Dudley Gourley	Forrest L. Yaberg-4	714 521-9900
Burbank*	CM	89	Vincent Stefano, Jr. 4/75	J. N. Baker 68	Evelyn Haley	Harry Jacobs	Robert Christoffersen	Robert Loranger	F. C. Butcher	213 846-2141
Burlingame*	CM	27	W. J. Crosby 3/75	Charles F. Schwalm 56	Herbert K. White	Ronald Bierma	Reginald E. Moorby	Gerald Nordstrom	Robert M. Davidson	415 342-8931
Calexico*	CM	11	Frank A. Herrera 75	James H. Black, Jr. 72	James H. Black, Jr.	Gil A. Perez	Froilan S. Pedroza	Harrison J. Goff	Dowe S. Stinson	714 357-1177
California City*	CM	2	Glenn H. Barnett 76	Richard G. Isenberg 73	Carol L. Greenberg	Jess M. McChesney	Robert A. Hitchens	George E. Howes	. . . .	714 373-8661
Camarillo*	CM	19	Stanley J. Daily 3/76	Norman C. Boehm 72	K. Kelly	Larry L. Weaver	Stanley E. Masson	William E. Hill	David L. Atkinson	805 482-8921
Campbell*	CM	25	Norman Paul 4/76	Robert C. Stephens 64	Dorothy Trevethan	G. H. Whittaker	Gene Borden	Donald Burr	William G. Wren-4	408 378-8141
Capitola*	CM	5	S. Hill Nelson	Max D. Kludt 73	Norma L. Nelson	John I. Andersen	Harold Jarvis	Martin D. Bergthold	Max D. Kludt	408 475-7300
Carlsbad*	CM	15	Robert C. Frazee 4/76	Paul D. Bussey 73	Margaret E. Adams	Thelma L. Sowell	Girard W. Anear	Roy J. Kundtz	Ronald A. Beckman	714 729-1181
Carmel-by-the-Sea§	MC	5	Bernard A. Anderson 4/76	Hugh Bayless 65	Hugh Bayless	Hugh Bayless	Robert Updike	Clyde P. Klaumann	William L. Askew, Jr.	408 624-2781
Carpinteria*	CM	7	Charles Dibble 3/78	Allan R. Coates, Jr. 73	Allan R. Coates, Jr.	Allan R. Coates, Jr.	. . . .	John R. Frontado	Allan R. Coates, Jr.	805 684-4554
Carson*	CM	71	Gilbert D. Smith 3/75	E. Fredrick Bien 68	Helen Kawagoe	William Parrott	. . . .(6)	. . . .(6)	Phil Wikoff	213 830-7600
Ceres*	CM	6	Gary A. Condit 3/76	Gene Robirds 70	Leona Garrison	. . . .	Truman Showen	Leroy Cunningham	Lawrence L. Lew	209 537-8911
Cerritos*	CM	41	Dennis G. Bradshaw 4/75	Gaylord F. Knapp 73	Agnes Hickey	Philip Hastings	Donald E. Beckman	Kenneth Cable	John B. Adams	213 860-0311
Chico*	CM	20	Eugene A. Ringel 5/75	Fred Davis 59	Barbara A. Evans	Robert E. Shepherd	Elmer Brouillard	Walter Johnston	Allan J. Savitz-4,5	916 343-4401
Chino*	CM	20	Bob McLeod	Herman R. Fast 72	Margaret C. Wilson	James S. Diaz	Ora M. Short	Frank V. Meehan	John Gerardi	714 628-6011
Chowchilla	MC	4	(not reporting)							209 665-4816
Chula Vista*	CM	68	T. D. Hamilton, Jr. 4/77	John R. Thomson 70	Jennie M. Fulasz	G. K. Grant	William M. Smithey	William J. Winters	Lane F. Cole-4	714 427-3300
Claremont*	CM	23	Bertye F. Smith 4/76	Keith F. Mulrooney 66	Paul D. Brotzman	Paul D. Brotzman	Robert A. Lee	Charles Lines	Paul E. Cook	714 624-4531
Cloverdale	MC	3	C. Merrit Field	. . . .	Mrs. M. E. Bonnifield	E. J. Groom	Milton C. Holt	Leslie R. Howard, Jr.	Thomas P. Gurries-5	707 894-2521
Clovis*	CM	14	Dennis G. Prindiville	Allen L. Goodman 71	Marion W. Miller	Michael I. Prandini	Kenneth Mosley	T. W. Higgason	Leon Lancaster-4,5	209 666-4341
Coachella*	CM	8	Manuel M. Rios 4/76	Ben M. McMakin 73	Fern L. Hinkle	Fern L. Hinkle	Rodolfo N. Cabriales	Charles G. Chrestman	Charles A. Johnson	714 398-6131
Coalinga*	CM	6	Berdette H. Cofer 78	G. H. Marcussen 61	Johnnie D. Quinney	Robert R. Collins	Fred Frederickson	A. C. Griffith	Kenneth H. Valley	209 935-1533
Colton*	CM	20	Albert A. Huntoon 3/76	C. G. Huffaker 73	Helen Ramos	William R. McGuire	Leonard E. Temby	Wayne C. Gamble	. . . .	714 825-3110
Colusa	MC	4	(not reporting)							916 458-4941
Commerce*	CM	11	James W. Bristow 3/78	Robert Hinderliter 73	Robert Hinderliter	John Bramhall	Richard H. Houts	Peter J. Pitchess	. . . .	213 685-7363
Compton*	CM	79	Doris A. Davis 6/77	James S. Wilson 74	Charles Davis	Frank Millholland-2	Monroe Smith	Thomas W. Cochee	Meron V. Castain	213 537-8000
Concord*	CM	85	Richard L. Holmes 4/76	F. A. Stewart 60	Anna M. Brown	Stanley Pinkoski	. . . .(6)	James Chambers	Cosmo Tedeschi	415 682-6600
Corcoran*	CM	5	Burnham E. Smith	Thomas I. Smith 71	Marty Silguero	Marty Silguero	A. F. Kessler, Jr.	Gary L. Sherwood	Howard Main	209 992-2151
Corning	MC	4	(not reporting)							916 527-2605
Corona*	CM	28	Ross F. Blandi	James D. Wheaton 70	Diedre Lingenfelter	John Grindrod	Jim L. Johnson	J. W. Greer	Donald E. Donovan	714 736-2371
Coronado*	CM	21	Rolland M. McNeely 4/76	Warren S. Benson 72	Thomas Patricola	Glenn Ward	Robert E. Shanahan	A. C. LeBlanc	Linwood Newton	714 435-2211
Corte Madera †	CM	8	Robert J. Flahive 3/76	Ronald E. Bartels 70	Betty Behel	Frank Bigley-2	Frank L. Nelson	David L. McIntosh	Clifford E. Temps	415 924-1700
Costa Mesa*	CM	73	Robert M. Wilson 3/75	Fred Sorsabal 70	Eileen P. Phinney	Robert A. Oman	John Marshall	Roger Neth	James Eldridge	714 834-5327
Cotati*	CM	1	Geoffrey Dunham	Robert A. Switzer 73	Robert A. Switzer	Robert A. Switzer	. . . .	Thomas Gray	Ron Baxman	707 795-5478
Covina*	CM	30	Louis Brutocao 3/76	Donald L. Russell 73	Frieda C. Richardson	Oscar Teske	Richard Miller	Michael O'Day	Earl Elton	213 331-0111
Crescent City*	CM	3	Richard L. Brown	Michael J. Young 73	Winifred Hardin	Winifred Hardin	A. R. Wakefield	Daniel W. Nations	Dale Tromble-5	707 464-3158
Cudahy*	CM	17	Bruce N. Porter 4/75	Ivan C. Reese 69	Ivan C. Reese	Ivan C. Reese	Richard H. Houts	Peter J. Pitchess	Ivan C. Reese	213 773-5143
Culver City*	CM	31	James D. Boulgarides 4/76	Harry D. Jones 69	Agnes V. Christensen	Robert Fleishman-2	George Sweeny	Jan C. Mennig	Louis A. Molnar-4	213 837-5211
Cupertino*	CM	18	Reed Sparks 3/75	Robert W. Quinlan 71	Wm. E. Ryder-1,2	Wm. E. Ryder	Robert W. Quinlan	Robert W. Quinlan	Bert Viskovich	408 252-4505
Cypress*	CM	31	Otto J. Lacayo 3/75	Darrell Essex 62	Darrell Essex	Allen Charkow	. . . .(6)	. . . .	A. W. Schatzeder-4	714 828-2200
Daly City*	CM	67	McRobert L. Stewart 4/75	David R. Rowe 69	Anna Ohlendorf	John B. Massen	H. Keith Schrock	David A. Hansen	David K. Macabee-4	415 992-4500
Davis*	CM	23	Joan G. Poulos 4/76	Howard L. Reese 66	Howard L. Reese	Muriel M. Morris	Louis J. Lema	Bill D. Bartholomew	David B. Pelz-4,5	916 756-3740
Del Mar*	CM	4	Thomas C. Shepard 3/75	J. W. Dernetz 73	J. W. Dernetz	Gloria E. Curry	William H. Tripp	. . . .(6)	. . . .	714 755-9313
Delano*	CM	15	Frank M. Herrera 4/76	James W. Peel 72	Fay C. Short	N. P. Slaughter-3	William O. Swanson	James C. Ailes	Philip E. Marcellin-4	805 725-0230
Desert Hot Springs*	CM	3	William C. Schultz 3/75	Richard W. Dippner 70	Richard W. Dippner	Charles E. Moore	. . . .	. . . .	R. J. Oberstar	714 329-6411
Dinuba	MC	8	Leonard Higdon 3/76	. . . .	E. F. Hultquist	E. F. Hultquist	Robert N. Davis	Anthony Wanamaker	Ralph Thompson-5	209 591-1203
Dixon*	CM	4	Joseph F. Osterman 4/78	Jack Meline 73	Bea Fairfield	A. J. Dols	William Fairfield	Donald Young	Steve Hupner-5	916 678-2326
Dos Palos*	CM	2	Vito Bianculli, Jr. 3/76	Benny Gonzales 70	Benny Gonzales	Benny Gonzales	Jerry Westlake	Leroy Tomlinson	Bert Johnson-5	209 392-2175
Downey*	CM	88	Richard M. Jennings 1/75	Chas W. Thompson 70	Robert L. Shand-2	Richard D. Patton	Edwin H. Wood	Loren D. Morgan	Ervin Spindel	213 861-0361
Duarte*	CM	15	Donald R. Watson 3/75	Robert R. Mitchell 68	Robert R. Mitchell	Robert R. Mitchell	. . . .(6)	. . . .(6)	J. Kenneth Caresio	213 358-3207
Dunsmuir*	CM	2	James Lovelle 4/76	Carl Mattingly 74	P. L. Lindt	Carl Mattingly	Nick Melo	E. V. Holladay	Carl Mattingly	916 235-4822
El Cajon*	CM	52	James Snapp 4/76	Robt M. Applegate 58	Mildred R. Hensley	David C. Hobson	Thomas H. Owen	W. A. Dart	John F. Pizzato-4	714 442-4441
El Centro*	CM	19	William R. Condit 3/76	Robert H. Nash 73	Celia Sweeden	Rudy Coloma	Lester Patton	W. L. Gray, Jr.	. . . .	714 352-9440
El Cerrito*	CM	25	Gregory A. Cook 4/75	Richard V. Brown 67	Lucille V. Irish	Florence Stiltner	Edward P. Herman	Robert E. Whitaker	Robert S. Binsacca-4	415 234-2323
El Monte*	CM	70	Sidney Kading 4/76	Kenneth E. Botts 69	Viola Nicolet	Marvin Louie	Charles Masten	Maurice L. Matthews	Glenn F. Welch-4,5	213 444-9211
El Paso de Robles*	CM	7	Barney Schwartz 3/76	Donald B. Keefer 71	Donald B. Keefer-1	Sidney J. Godsey-3	John Steaffens	Vernon L. Mathison	H. B. Munger,Jr-4,5	805 238-1515
El Segundo*	CM	16	E. L. Balmer 4/76	Arthur E. Jones 67	Valerie Burrowes	James F. Weber	Thomas J. Baron	James H. Johnson	William A. Glickman-4	213 322-4670
Lake Elsinore*	CM	4	Norman L. Chaffin 76	John M. R. Hope 74	Florene Marshall	Paul P. Lew	John L. Merrifield	. . . .(6)	. . . .	714 674-3125
Emeryville †	MC	3	(not reporting)							415 654-6161
Escalon*	CM	2	Carl J. M. Vilen 4/76	Earl D. Wilson, Jr. 68	E. D. Wilson, Jr.	E. D. Wilson, Jr.	. . . .	James J. Black	. . . .	209 838-3556
Escondido*	CM	43	Lorraine H. Boyce 4/76	Geo. M. Patterson 70	Lina M. Hill	Darvin R. Peters	Louis Whyte	Lester Lund	Lloyd Holt	714 745-2200
Eureka*	CM	24	Gilbert S. Trood 4/75	James M. Evans 73	Patricia A. Banducci	Paul B. McNeill	Ray R. Lay	O. R. Shipley	Robert F. Beach	707 443-7331

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
CALIFORNIA (364) continued										
Exeter*	CM	4	John Good 3/75	Donald R. Kemp 73	Morris Erickson	Morris Erickson	. . . .	Henry Fry	Walter Price	209 592-9244
Fairfax t*	CM	8	Frank J. Egger 4/75	William E. Haden 74	Eileen L. Foster	. . . .	Charles F. Thronton	Charles A. Grasso	Ed Phillips-5	415 453-1584
Fairfield*	CM	44	Manuel Campos 4/76	B. Gale Wilson 56	Colin C. Hutcheon	. . . .	Peter Passanando	Charles Huchel	Joseph L. Shilts-4	707 425-1031
Farmersville*	CM	3	Leo Havner 5/75	Chris Johnston 73	Christopher Johnston	Christopher Johnston	Gary Meek	Charlie Joiner	Virgil Stone	209 747-0458
Fillmore*	CM	6	Ernest J. Morales 4/76	R. Wesley Nichols 68	Virginia M. Wallace	. . . .	Oscar L. DeFever	Reid R. Hunt	Roy L. Hays	805 524-3701
Firebaugh	CM	3	Frank W. Gomes 4/76	Henry Rebecchi 74	Henry Rebecchi	. . . .	E. C. Borboa	Howard Manes	Clinton Collins	209 659-2043
Folsom*	CM	6	Joseph G. O'Neill	Cyril Thomas 67	Artie M. Davies	Cyril Thomas	Robert Welch	Clifford Smith	. . . .	916 985-3661
Fontana*	CM	21	Frank Horzen 3/78	Jean D. Ratelle, II 73	Patricia M. Murray	Annabelle Milleman	R. J. Keen	Joseph L. Uhalley	Robt. J. Schoenborn-4	714 823-3411
Fort Bragg	CM	4	Bernard Vaughn	David Wright	Bill Rexrode	. . . .	Mero Shafsky	Tom Jondahl	Bob Brewer	707 964-5325
Fortuna	MC	4	Ray E. Stewart	Thomas McWhorter 67	Joann Boerger	. . . .	Maurice Wescott	Dale Livingston	. . . .	707 725-3308
Foster City*	CM	9	H. James Duffelmeyer 3/75	A. W. Marchuk 72	Andrea M. Pavone	Peter G. Tasseff	William Tonguet	John J. Norton	Benn Martin	415 349-1200
Fountain Valley*	CM	32	George B. Scott 3/75	James E. Neal 66	Evelyn Grippo	Howard Stevens	Harold Lawson	Marvin Fortin	Wayne Osborne-4,5	714 962-2424
Fremont*	CM	101	Donald F. Dillon 3/75	Don Driggs 67	Robert A. Nelson	Fred Stabell	Dean Holzgrafe	John Fabbri	Larry Milnes-4	415 796-3438
Fresno*	CM	166	Ted C. Wills	Ralph W. Hanley 73	Jacqueline Ryle	Walter P. Berg-2	Leland L. Hill	Harold Britton	James L. Martin	209 266-8031
Fullerton*	CM	86	Frances R. Wood 3/75	William F. Cornett 66	V. Fitzsimmons	E. W. Grens	Ray E. Eiler	W. H. Bornhoft	H. Berry-4	714 525-7171
Galt§	MC	3	Cedro T. Casado 4/76	Joseph M. Tanner 73	Berniece Shelley	Joseph M. Tanner	. . . .(6)	W. E. Froehlich	Joseph M. Tanner	209 745-1587
Garden Grove*	CM	123	Bernard C. Adams 4/76	Richard R. Powers 72	Ruby K. Silva	William H. Holt	Sam C. Sparks	Ivan A. Robinson	. . . .	714 638-6623
Gardena*	CM	41	Edmond J. Russ 4/76	Craig A. McDowell 73	Doris F. Diamond	George Kobayashi	James M. Gould	William D. Hudgeons	Frank Gutierrez-4,5	213 327-0220
Gilroy*	CM	13	Norman B. Goodrich 4/75	Fred O. Wood 64	S. E. Steinmetz-1	Fred O. Wood	Albert L. Brittain	C. J. Laizure	David W. Hansen	408 842-3191
Glendale*	CM	133	Carl Meseck 4/75	Jerome Keithley 72	Frank M. Usher	G. W. Carlile-2	Allan R. Stone	Duane R. Baker	W. E. Cameron	213 956-4000
Glendora*	CM	31	Joe M. Finkbiner	Grant R. Brimhall 69	Culver E. Heaton, Jr.	Samuel Shwetz	Ronald W. King	O. B. Posey	Arthur E. Cook	213 335-4071
Gonzales*	CM	3	Ellen Morgan 4/76	M. L. Phelan 72	M. L. Phelan	M. L. Phelan	Endo Rubbo	George Garcia	Reed Cornwell-5	408 675-3600
Grass Valley	MC	5	Edward J. Tellam	. . . .	J. A. Simmons	L. R. Farrell-1	Dan C. Holley	Joseph V. Seck	Thomas E. Leland	916 273-6910
Greenfield§	MC	3	Chauncey McDonald	John C. Edgerton 73	Linda Lazzaroni	John C. Edgerton	Chauncy McDonald	Troy Allred	John Alves-5	408 674-5591
Gridley	MC	4	C. Everett Hamman 3/76	. . . .	Andrew J. Muller	Andrew J. Muller	Marvin C. Scott	Howard Geyer	Harold G. Mayfield	916 846-3143
Grover City*	CM	6	Helen Barnes 4/75	Kenneth O. Berry 73	Kenneth O. Berry	Kenneth O. Berry	Lowell Forrester	Bill D. Malone	Morgan C. Page-5	805 489-4040
Guadalupe	MC	3	You Ung Wong 4/76	. . . .	Myrtle Chamberlain	M. L. Chamberlain	Thomas W. Mills	Donald F. Bathe	. . . .	. . . .
Gustine*	CM	3	Victor Martino 3/78	Edwin M. Petersen 65	Edwin M. Petersen	. . . .	Chester Bonta	Robert Belmont	. . . .	209 854-6471
Half Moon Bay*	CM	4	Melvin A. Mello 4/75	W. Fred Mortensen 71	W. Fred Mortensen	W. Fred Mortensen	Larry Centoni	Robert Dove	W. Fred Mortensen-5	415 726-5566
Hanford*	CM	15	Stan Ham 3/76	Vincent G. Peterson 65	Steven C. Szalay	Tom Dibble-3	George Watson	Curtis Henderson	Jack W. Schwartz-4	209 582-2511
Hawaiian Gardens*	CM	9	C. Robert Lee 4/76	Jack A. Simpson 69	Jack A. Simpson	C. Raymond Wood	Richard H. Houts	Peter J. Pitchess	Jack A. Simpson	213 860-2476
Hawthorne*	CM	53	Champ W. Clark 4/75	Donald Mansfield 71	Kenneth Keel	Sam Takata	Ralph A. Hardin	Colman Young	R. Kenneth Jue	213 676-1181
Hayward*	CM	93	Ilene S. Weinreb 4/78	William C. Hanley 72	Paloma Weaver	Charles McCormack-2	Matthew Jimenez	Claude Marchand	Edward E. Phillips	415 581-2345
Healdsburg§	MC	5	William R. Lucius 4/75	James N. Stanfield 74	James N. Stanfield	James N. Stanfield	John Relyea	Louis E. Bertoli	Robert Rose-4	707 433-4466
Hemet*	CM	12	E. Eugene White 4/76	Ross S. Nammar 73	Mary E. Henley	. . . .	William R. Hoeft	L. D. Pollom	Ernest E. Fisk	714 658-9411
Hermosa Beach*	CM	17	Charles Post	Earl B. Diller 71	Barbara Fleming	Mary R. Stonier-2	Clifford Fowler	Wm. H. Berlin	Pat Reynolds	213 376-6984
Hillsborough t*†	CM	9	John P. Coghlan	Norman J. Stiene 55	Ruth C. Wesch	Paul E. Hoover	Wm. M. Stremme, Jr.	Russell S. Fisher	. . . .	415 342-2795
Hollister*	CM	8	Jim Kludt 4/75	Roger Grimsley 74	Robert Deyarmin	Mary Kuckenbaker	Tony Aguirre	George Malone	Roger Grimsley	408 637-4491
Holtville	MC	3	Carroll B. Marquand 4/76	. . . .	Martha Miller	. . . .	Leslie E. Rubin	Coy C. Taylor	William E. Bell	714 356-2912
Huntington Beach*	CM	116	Alvin M. Coen 4/75	David D. Rowlands 72	Alicia M. Wentworth	Frank B. Arguello	Raymond C. Picard	Earle Robitaille	Bill Hartge	714 536-5211
Huntington Park*	CM	34	Thomas E. Jackson 4/75	Harold M. Campbell 65	Kermit M. Bill	Kermit M. Bill	. . . .(6)	C. Henry Fertig	. . . .	213 582-6161
Imperial	MC	3	Oscar Talamantes 4/75	. . . .	Betty Willett	Betty Willett	B. M. Johnston	B. M. Johnston	Fred K. Boyd	714 355-1140
Imperial Beach*	CM	20	Leebert L. Stites	Jack D. Shelver 73	A. George Ramos	A. George Ramos	Clarence Gish	Frank LeCount	Jerald D. Johnson-5	714 423-8300
Indian Wells*	CM	1	Joseph E. Young	George M. Minturn 71	Jeanne M. Wilson	. . . .	. . . .	. . . .	George M. Minturn-4,5	714 345-2831
Indio*	CM	14	Raymond Rinderhagen 4/75	W. Phillip Hawes 71	Saundra Juhola	Kenneth Adams	Harold Denne	Homer Hunt	Roland Taatjes-4,5	714 347-2351
Industry*	CM	1	John Ferrero 76	Jerry P. Brown 74	Marynelle Bussola	Phyllis Tucker-3	Ronald King	Donald Foxen	E. J. Epperson-4	213 333-2211
Inglewood*	CM	90	Merle Mergell 4/75	Douglas W. Ayres 68	Helen Rieck	Roy Barton	Joe G. Smith	Jay R. Stroh	William Farnam-4,5	213 674-7111
Irvine*	CM	7	Gabrielle G. Pryor 4/75	Wm. Woollett, Jr. 72	Carol J. Flynn	Jack E. Witcher	Carl Downs	William Woollett, Jr.	G. Brent Muchow	714 833-3840
Irwindale*	CM	1	Michael Miranda 3/78	Charles R. Martin	Margaret S. Barbosa-3	. . . .	. . . .	James B. Provenza	. . . .	213 962-3381
Kerman§	CM	3	W. M. Morgan 3/76	H. Duane Smith 70	Nancy Jarmain	Marie Haar	. . . .	Olen McDaniel	H. Duane Smith	209 846-9384
King City*	CM	4	Ed Morga 3/76	Lee Yarborough 73	James J. Devine, Jr.	Mary Lou Davis	Bob McCay	Bill Mitchell	John P. Buzzini	408 385-3281
Kingsburg	MC	4	Lenn Henslee 4/76	. . . .	Conrad A. Johnson	Conrad A. Johnson	Harry Johnson	John Swenning	R. R. Staley	209 897-3303
La Habra*	CM	41	Robert J. Nevil 4/75	C. Lee Risner 70	C. Lee Risner	William Steel	William Hillman	Lee Rivera	Severen Byerrum	213 694-1011
La Mesa*	CM	39	J. Robert Helland 4/78	Donald Wolfer 72	Marie Mangan	Ronald Bradley	Robert O. Sever	Donald G. Fach	Charles R. Bras	714 463-6611
La Mirada*	CM	31	Jake Kalisvaart 4/78	Claude J. Klug 71	Anna J. Martin	Claude J. Klug	Richard Houts	Peter Pitchess	Harvey T. Brandt-4	213 943-0131
La Palma*	CM	10	Edward J. Byrne 4/76	Burton Wesenberg 55	Ronald H. Dallas	. . . .	. . . .	Orbrey L. Duke	Joseph Truxaw	714 523-7700
La Puente*	CM	31	Charles H. Storing 4/75	Gordon L. Oehl 58	Gordon L. Oehl	Donald O. Withers	. . . .(6)	. . . .(6)	Gordon L. Oehl-5	213 330-4511
La Verne*	CM	13	Mike M. Morales 3/76	George Caswell 63	Ruth S. Hogan	Ruth S. Hogan	Robert S. Lapp	Jack L. Baker	. . . .	714 593-4571
Lafayette*	CM	20	Robert M. Fisher 3/75	E. C. Marriner 68	E. C. Marriner	. . . .	. . . .(6)	. . . .(6)	. . . .	415 284-1968

Laguna Beach*	CM	15	Roy Holm	Alfred R. Theal 73	Dorothy H. Musfelt	Thomas Mead	Charles Kuhn	Frank Schopen	Stan Scholl-4	714 494-1124
Lakeport	MC	3	O. F. Harmon, Jr.	. . . .	Bernice M. Hudson	Bernice M. Hudson	Don DeBolt	Richard R. Seigler	A. J. Roberts-4,5	707 263-5682
Lakewood*	CM	83	Wayne E. Piercy 3/76	Milton R. Farrell 71	Wanda Andersen	Jim Grissom	. . . .(6)	. . . .(6)	Michael Zambory-4,5	213 866-9771
Larkspur*	CM	10	Joan L. Sestak 3/76	Harlan Barry 74	Nancy J. Anthony	Harlan Barry	Craig Shurtz	Howard Clark	Warren Mistron	415 924-2405
Lawndale*	CM	25	Marvin Schwarzwalter 4/75	Lloyd DeLlamas 71	Lloyd DeLlamas	Lloyd DeLlamas	Richard Houts	Peter J. Pitchess	Jim Meintzer	213 772-4191
Lemoore*	CM	4	H. L. Stanley 4/76	Dale A. Cowan 70	Gloria Ornellas	Gloria Ornellas	Frank L. Pereira	Doug Dondanville	William R. Drennen	209 924-5396
Lincoln*	CM	3	Louis DeArcos 4/76	Harry Hillier	Lois M. Watts	Lois M. Watts	Al Gulliford	Robert S. Jimenez	Harry Hillier	916 645-3314
Lindsay*†	CM	5	Redoy Kiesz	Peter J. Byrne	Paul Lencioni	Paul Lencioni	Everett Taylor	John Beene	Daniel Prizznick	209 562-2511
Live Oak*	CM	3	Lois Locke 4/75	George B. Brown 63	Blanche Gillespie-2	Blanche Gillespie-2	William N. Gillespie	Jack Reese	Donald A. Dosser	916 695-2351
Livermore*	CM	38	Robert A. Pritchard 4/75	William H. Parness 57	Dorothy J. Hock	George Nolan	Jack B. Baird	Ronald L. Lindgren	Daniel J. Lee-4	415 447-2100
Livingston*	CM	3	William Nicholson 4/78	John B. Aguilar 73	Elwood Campini	John B. Aguilar	Marvin Marques	Harold McKinney	Kenneth Redfern-4,5	209 394-8041
Lodi*	CM	29	James W. Pinkerton 3/75	Henry A. Glaves, Jr. 57	Alice M. Reimche	Fred C. Wilson	Forrest Eproson	Marcus P. Yates	Shelley F. Jones-4,5	209 368-0641
Loma Linda*	CM	10	Kent W. Dickinson 75	George D. Bartch 74	George D. Bartch	George D. Bartch	Robert I. Rushing	. . . .	. . . .	714 796-2531
Lomita*	CM	20	Charles Belba 3/75	Allen B. Stephenson 68	Dawn R. Tomita	Allen B. Stephenson	. . . .(6)	. . . .(6)	. . . .	213 325-7110
Lompoc*	CM	25	E. C. Stevens 3/76	Gene L. Wahlers 67	Wilma R. Thomas	Marvin D. Loney	Douglas V. Spickard	. . . .	Barry Gustafson-4	805 736-1261
Long Beach*	CM	359	Edwin W. Wade 7/75	John R. Mansell 61	Elaine F. Hamilton	Warren Heistand	Virgil M. Jones	William J. Mooney	Robert E. Kennedy	213 436-9041
Los Alamitos*	CM	11	Phillip E. Cox 4/78	Michael Graziano 73	. . . .	. . . .	Leo Layton	Roy J. Kundtz	Ron Eggertsen	213 431-3538
Los Altos*†	CM	25	Lee Lynch	S. Geo. Sanregret 63	S. Geo. Sanregret	James H. Dozier	John T. Sanders	Roland R. Renshaw	Ronald D. Gruenwald-4	415 948-1491
Los Altos Hills †*	CM	7	Stanley W. Grabowski 3/76	Bruce G. Lawson 73	Norma J. Hislop	. . . .	. . . .	Bruce G. Lawson	Alexander D. Russell	415 941-7222
Los Angeles	MC	2816	Tom Bradley 6/77	C. Erwin Piper	Rex E. Layton	Charles Navarro-2	Raymond M. Hill	Edward M. Davis	Donald C. Tillman-4	213 485-2121
Los Banos*	CM	9	Neil B. Van Winkle	Loris T. Broddrick 73	Tesse J. Mazzina	Loris T. Broddrick	Frank Merrick	Leo E. Peart	. . . .	209 826-5119
Los Gatos*	CM	24	John B. Lochner 4/75	Russell J. Cooney 67	J. Leibfritz	J. Leibfritz	. . . .(6)	Harold Johnson	Robert Warnick-4	408 354-6834
Lynwood*	CM	43	Henry J. Liewer 4/75	Stephen L. Wright 72	Josephine Shepherd	Ellen Webb	Allen McDaniel	Ralph E. Darton	Carlos H. Alvarado-4	213 537-0800
McFarland*†	CM	4	Arthur W. Carlson, Jr	. . . .	Doris L. Wood	. . . .	. . . .(6)	Ray Flores	. . . .	805 792-2121
Madera*	CM	16	Samuel T. Price, Jr. 3/76	John L. Baudek 72	Edith J. Fischer	Norman Wintermeyer	Bill Patchell	Gordon E. Skeels	Russell Murray	209 674-8802
Manhattan Beach*	CM	35	Stephen A. Nordeck 3/75	David J. Thompson 74	Beverly Kiefer	Eugene Helsley-3	Lewis E. Wright	Hugh O'Brien	James Orput	213 545-5621
Manteca*	CM	14	Jack C Snyder 4/76	Richard Jones 71	Nell Cornell	Louis Torri	Edward L. Smith	Leonard Taylor	Allen Petrie-4	209 823-3161
Martinez*	CM	17	Elwon Lance 4/75	Leland Walton 73	Lawrence J. Kowalski	Mike P. Jones	. . . .(6)	Jerry W. Warren	Selmer K. Satre	415 228-4400
Marysville§	MC	9	Francis L. Owen 2/75	William A. Carlson 74	Kathryn J. Russell	. . . .	Robert L. Miller	John O. Blevins	J. C. Onderek-5	916 743-2001
Maywood	MC	17	Carlyle B. Hanson 3/75	. . . .	Leonard R. Locher	Leonard R. Locher	Richard Houts	Wilford S. Sparkes	Carl H. Cathey-5	213 587-7281
Mendota	MC	3	B. James Lyons	. . . .	Ruth G. Radney-2	Ruth G. Radney-2	John P. Bollman	Silverio Sanchez	. . . .	209 655-4298
Menlo Park*	CM	27	Ira E. Bonde 4/75	Michael A. Bedwell 64	Margaret E. Snowden	Russell L. Scotten	. . . .(6)	. . . .	Lauren Mercer-5	415 325-6738
Merced*	CM	23	Edwin M. Dewhirst 4/75	Allan R. Schell 68	Allan R. Schell	A. V. Henderson	Joe W. Ortiz	Harold T. Kulbeth	Thomas J. Tinsley-4	209 722-4131
Mill Valley*	CM	13	Robert E. Burton 3/75	Ronald L. Usher 74	Ronald L. Usher	John Tweedie	Joseph Regalia	William A. Walsh	Henry Van Dyke	415 388-4033
Millbrae*	CM	21	William Glang 4/75	Leland Horner 73	. . . .	Leland Horner	Robert Kohler	Lawrence Pickett	Valentine Padovan	415 692-3500
Milpitas*	CM	27	Joseph W. House 4/76	Charles A. Brown 74	William E. Smith	Charles A. Brown	Michael N. Harwood	James B. Murray	Charles McDonald	408 262-2310
Modesto*	CM	62	Lee Davies 4/75	Garth Lipsky 74	William Chynoweth-1	Charles V. Bird	Robert Gunn	Jerome P. Ammerman	Ross Campbell-4,5	209 524-4011
Monrovia*	CM	30	Eric Faith 3/76	Richard D. Beal 68	Roy S. Kropke	John S. Mitsuuchi-2	George W. Kahl	Raymond N. Ellis	Alfred W. Sereno-5	213 359-3231
Montclair*	CM	23	Harold M. Hayes 3/78	Lauren Wasserman 70	Gertrude Hill	Thomas G. Mauk	Harold G. Duncan	Raymond L. McLean	Carl Sawtell-5	714 626-8571
Monte Sereno	CM	3	(not reporting)							408 354-7635
Montebello*	CM	43	William O.Nighswonger 9/74	Roy R. Pederson 69	Mrs. F. P. Raines	Elmer J. Salcido	Robert Metz	Leslie D. Sourisseau	. . . .	213 722-4100
Monterey*	CM	26	Peter J. Coniglio 5/75	John H. Nail 64	John O. Dunn	Ronald Beach-1,2	Herb Scales	Harold Benadom	L. W. McIntyre-4,5	408 372-8121
Monterey Park*	CM	49	David G. Karnos 4/75	Gerald C. Weeks 70	Laura Lee McMillen	Robert S. Biery	Harry Greenland	Raymond Warner	Harry C. Wills	213 573-1211
Morgan Hill*	CM	6	Virginia M. Days 4/76	John R. Moreno	Madge Soares	. . . .	. . . .	John Moreno	George A. Lewis-4,5	408 779-3121
Morro Bay*	CM	7	Fred R. Donohoo 3/76	M. L. Warden 72	M. L. Warden	Ralph H. Dowell-3	Jerome J. Faraone	Richard A. Schacht	Douglas M. Stuart	805 772-2212
Mountain View*	CM	51	Joseph P. Cusimano	Richard B. DeLong 73	Jean Hixson	Daniel Doxtator-1,2	Byron Chaney	Robert Schatz	Elbert A. Shelley-4	415 967-7211
Napa*	CM	36	Ralph C. Bolin 6/76	Lee M. Roberts 53	Allen R. Thorpe	William C. Wright-1	Milton Ochs	Kenneth Jennings	John W. Lindblad-4	707 226-5511
National City*	CM	43	Kile Morgan 4/78	Cleo Osburn 65	Ione Minogue	Ida Mae Kerr	Kenneth Joyce	John F. Liesman	Donald Newberry	714 477-1181
Needles*	CM	4	Ralph W. Fisher 4/75	Wayne H. Hoereth 69	John J. Lidin	Wayne H. Hoereth	William H. Linthicum	James D. Maddox	Wayne H. Hoereth	714 326-2113
Nevada City*	CM	2	John F. Rankin 4/76	Beryl P. Robinson 65	Teresa M. Cassettari	. . . .	Ernest Pello	James Moon	Norman Oates	916 265-4771
Newark*	CM	27	James E. Balentine 3/76	Richard Turnlund 68	Alberto T. Huezo	Alberto T. Huezo	F. P. Spalding	William S. Morrison	P. H. B. Tong	415 793-1400
Newman	MC	3	Hurd Barrington, Jr.	. . . .	Mrs. M. O. Lafler	Mrs M. O. LaFler	C. M. McBride	John B. McKinney	Augustine A. Alves-5	209 862-3725
Newport Beach*	CM	49	Donald A. McInnis 4/76	Robert L. Wynn 71	Laura Lagios	George Pappas	Leo Love	B. James Glavas	Joseph Devlin-4,5	714 673-2110
Norco*	CM	15	Harry W. Brinton 3/76	Simon Melendez 69	Simon Melendez 69	W. A. Wanderer	Robert Maxwell	. . . .(6)	. . . .	714 735-3900
Norwalk*	CM	92	Robert E. White 4/75	William H. Kraus 73	William H. Kraus	Robert P. Martel	. . . .(6)	. . . .(6)	Fred A. Roos-4,5	213 868-3254
Novato*	CM	31	David Price Jones	Phillip J. Brown 74	Peggy Lehigh	Leonard Koehl-3	. . . .(6)	John Coleman	Robert Pedroncelli-4	415 897-4311
Oakdale*	CM	7	Thomas Rinehart	Warren B. Spacy 72	Eldon L. Kitterman	Virginia Wann	William Lorea	Frank E. Blake	Warren B. Spacy-5	209 847-3031
Oakland*	CM	362	John H. Reading 6/77	Cecil S. Riley 72	Robert C. Jacobsen	Jennings W. Smith-3	Stephen L. Menietti	George T. Hart	James E. McCarty-4,5	415 273-9000
Oceanside*	CM	40	Howard Richardson 4/76	Lawrence Bagley 70	Irene Duehren	Hulda A. Settle	Jack Rosenquist	Ward K. Ratcliff	Alton Ruden	714 722-8271
Ojai*	CM	6	James D. Loebl	. . . .	Hattie B. Bowie	Hattie B. Bowie	S. E. Masson	John V. Gillespie	Barry Lockton	805 646-5581
Ontario*	CM	64	Paul A. Treadway 3/78	H. K. Hunter 66	Deloris Arterburn	A. C. Gabriel-1,2	Richard L. Custer	Leroy M. Kolbrek	. . . .	714 986-1151
Orange*	CM	77	Jess F. Perez 4/76	Gifford W. Miller 68	Charlotte Johnston	Curtis R. Munson	Floyd Higgins	Merrill V. Duncan	John Fonley	714 532-0321
Orange Cove†	MC	3	Harold E. Holz	. . . .	Gene F. York	. . . .	Mose C. Story	James I. Tackett	Andrew C. Webre	209 626-4488
Orland	MC	3	Chas. K. Price	. . . .	Myra Trammel	Jodi Merrifield	V. C. Williams	William R. Gilcrease	. . . .	916 865-3475
Oroville*	CM	8	Robert A. Winston 4/75	John D. Nolan 73	John D. Nolan	H. R. Jones	Eugene W. Ludwig	Wesley R. Barrett	Harold Kroeger-5	916 533-9551
Oxnard*	CM	71	A. E. (Al) Jewell 3/76	Paul E. Wolven 53	Mildred Foster	Samuel Roberts	Henry A. Gustafson	Robert P. Owens	R. Dennis Hogle	805 486-2601
Pacific Grove*	CM	14	Robert A. Quinn 4/75	Gary W. Bales 69	William S. Pitt	William S. Pitt	Donald Gasperson	John Matteson	Anthony Weeks-5	408 375-9861

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
CALIFORNIA (364) continued										
Pacifica*	CM	36	Aubrey M. Lumley III 4/75	Donald G. Weidner 74	Donald G. Weidner	John R. Pratt	Calvin Hinton	Melvin Nelson	Norman C. Rubel	415 355-4151
Palm Springs*	CM	21	William Foster 3/75	Donald A. Blubaugh 73	Donald A. Blubaugh	Dallas Flicek	W. D. Empey	Robert White	Raymond Coakley-4,5	714 323-2661
Palmdale*	CM	9	Robert C. St. Clair 4/76	Christopher Rope 68	Christopher R. Rope	C. Raymond Wood	Richard Houts	Peter J. Pitchess	Christopher R. Rope	805 273-3162
Palo Alto*	CM	56	Byron D. Sher 6/75	George A. Sipel 72	Ann J. Tanner	Alfred Michell-2	William J. Korff	James C. Zurcher	Ben Pawloski-4	415 329-2311
Palos Verdes Estates*	CM	14	Joseph T. Barnett 3/76	Robert Vollmer 66	Betty Stoffers	....	John S. Christopher	John Dollarhide	Robert Zettell-4, 5	213 378-0383
Paramount*	CM	35	Raymond Guillen 4/78	Harry C. Bond 68	Harry C. Bond	Harry C. Bond	Richard Houts	Kenneth Cable	Harry C. Bond-5	213 634-2123
Pasadena*	CM	113	Ortimer J. Matthews 5/75	Donald F. McIntyre 73	Harriett Jenkins	Raymond Pearsall	James Shern	Robert McGowan	Fritz Zapf-4,5	213 577-4007
Patterson§	CM	4	Francis Bettencourt 4/76	Thomas Calabrese 73	Thomas J. Calabrese	Thomas J. Calabrese	Henry G. Schmidt	Larry D. Bussard	Thomas J. Calabrese	209 892-2041
Perris*	CM	4	Hugh E. Mcgroty, Jr. 4/78	S. Vincent Erdelyi 67	Pauline L. Rusher	S. Vincent Erdelyi	Ed Nelander	K. J. McAuley	Andrew Millar-5	714 657-5115
Petaluma*	CM	31	Helen Putnam 6/77	Robert H. Meyer 62	Marjorie J. Wilson	Cecil G. Gealta-1	Joseph F. Ellwood	Larry D. Higgins	David A. Young-4	707 763-2613
Pico Rivera*	CM	54	Garth Gardner 6/75	Howard Schroyer 70	Howard Schroyer	Ted Abo	....(6)	Alberto Natividad	Legion Kramer-4,5	213 692-0401
Piedmont§	MC	11	Anthony H. Loughran 2/76	Geo. W. Gardner 72	Geo. W. Gardner, Jr.	Gary Olmstead	M. A. Dossa	Don Asher	George W. Gardner-4	415 653-7204
Pinole*	CM	16	Robert A. Shadley 3/75	Edw G. Wohlenberg 71	Elizabeth Grimes	Michael E. Fuson	Alex A. Clark	Frank R. Benaderet	G. Keith Freeman-4	415 758-3012
Pismo Beach	MC	4	Nebb Eldwayen 3/76	James M. Fenton 74	Marion L. Houston	James M. Fenton, Jr.	David Zardeneta	James C. Keane, Jr.	Robert J. Baranek-5	805 773-4657
Pittsburg*	CM	21	Joseph Baracco	S. Anthony Donato 69	Mary Erbez	Gul Ramchandani	Horace Enea	Clarence Flynn	Nick Bevilacqua	415 439-8242
Placentia*	CM	22	Robert B. Lyons 4/76	Edwin T. Powell 67	Edmund M. Ponce	Frank B. Dunnavant	....	....	Richard R. Samp-5	714 528-1146
Placerville*	CM	5	Michael Petersen 4/76	Edwin R. Ivey 74	Lennie Mills	Lennie Mills	Earl Grundy	Albert L. Williams	....	916 622-3515
Pleasant Hill*	CM	25	Ben F. Hartinger 4/75	James L. Alkire 70	Dione Mustard	Edward Kreins	Albert Streuli	Kenneth L. Harn	W. James See-4,5	415 934-6050
Pleasanton*	CM	18	S. Floyd Mori 4/76	William H. Edgar 71	William H. Edgar	James R. Walker	Jon Frudden	Walter McCloud	Alan B. Campbell	415 846-3202
Pomona*	CM	87	Ray J. Lepire 4/75	Jerrold R. Gonce 73	Lawrence B. Thomas	Robert A. Otto-2	John M. Fowlkes	Forest P. Wallick	Ronald L. Kranzer	714 620-2051
Port Hueneme	MC	14	Dorill B. Wright 3/76	Walter B. Moranda 55	Lela H. Eccles	John J. Hickerson	....(6)	Alfred Jalaty	John J. Duffy-4,5	805 488-3625
Porterville*	CM	13	Joseph Faure, Jr. 4/75	Edward J. Valliere 69	Edward J. Valliere	Earl Yancy	Ralph C. Beard	Francis Torigian	James J. Hudak	209 784-1400
Portola Valley	MC	5	James W. Whitson 3/75	....	Mildred Whitaker	Edwin A. Wells	Stanley B. Larsen	John McDonald, Jr.	....	415 851-1700
Rancho Palos Verdes*	CM	37	Marilyn Ryan 76	Leonard G. Wood 73	Leonard G. Wood	....	....	....	....	213 377-0360
Red Bluff*	CM	8	William G. Brainerd 4/75	Herbert E. Nelson 59	Catherine I. Bunting	....	....	....	....	916 527-2605
Redding*	CM	17	Charles F. Denny 4/76	William Brickwood 70	Mildred L. Brayton	Robert E. Courtney-1	L. G. Wade	Robert H. Whitmer	Carl H. Arness, Jr.-4	916 246-1151
Redlands*	CM	36	Jack B. Cummings 4/76	Ralph P. Merritt, Jr. 64	Peggy A. Moseley	Henry Lee Archbold	Joseph W. Budd	Robert I. Graefe	J. F. Shefchik-4	714 793-2641
Redondo Beach*	CM	56	William F. Czuleger 5/77	Joseph P. Leach 73	Fred M. Arnold	Fred M. Arnold	James L. Black	Louis J. Sunyich	Felix J. Karpain	213 372-1171
Redwood City*	CM	56	Ray A. Weymouth 4/76	James M. Fales, Jr. 71	J. C. Hildebrand	Jack Ference-2	John Keller	George W. Bold	Richard J. Pusich	415 369-6251
Reedley	MC	8	Lynn K. Bergthold 4/76	Nicholas Pavlovich 67	Raymond L. Medcalf	....	J. A. Stewart	Donald S. Rose	....	209 638-2535
Rialto*	CM	28	Vernon A. Craig 4/76	Stanley Nass 74	J. W. Frost	Reba Munkowski	L. Eastwood	S. A. Jones	Lester G. Evans-4	714 875-3410
Richmond*	CM	79	Richard Nelson	Kenneth H. Smith 67	Harlan J. Heydon	W. T. Mayfield-1,2	R. P. Martin	Lourn G. Phelps	Robert S. Latchaw	415 232-1212
Ridgecrest§	MC	8	Rex E. Shacklett	Ernest Thompson 74	Ernest A. Thompson	....	....	Earl E. Fike	....	714 375-1321
Rio Dell	MC	3	Arthur P. Perra 3/76	Marcel J. Jojola 74	Merle J. Juetten	Merle J. Juetten	....	....	....	707 764-3532
Rio Vista	MC	3	Milton Wallace 4/76	George E. Alphin	Geraldine McCormick	Geraldine McCormick	Stanford Simi	William Woodall	George E. Alphin	707 374-6451
Ripon*	CM	3	Edmund F. Feichtmeir 4/78	Clarence Smit 72	Clarence Smit	Clarence Smit	Nick Van Dyken	Harvey Douma	....	209 599-2108
Riverbank*	CM	4	Allen B. Trawick 4/76	John M. Bingham 70	John M. Bingham	John M. Bingham	Karl Hutcheson	Billy J. Smith	Billy G. Lee	209 869-3671
Riverside*	CM	140	Ben Lewis 4/77	Daniel Stone 70	Virginia Strohecker	Dan O'Connor-2	Fred Woodard	R. Fred Ferguson	James Martinek-4	714 787-7557
Rocklin	CM	3	Paul I. Hoyenga 74	Clinton G. Malloy	Leroy C. Cook	Clinton G. Malloy	Vince Lopez	Richard O. Batt	Harold Peters	916 624-2441
Rohnert Park*	CM	6	Louis Beary 4/75	Peter M. Callinan 63	Peter M. Callinan	Robert Sheehan	Robert E. Dennett	Robert E. Dennett	C. A. Wiggins-5	707 795-5416
Rolling Hills*	CM	2	Philip Battaglia 3/75	Teena Clifton 64	Teena Clifton	....	Richard Houts	Peter Pitchess	Teena Clifton	213 377-1521
Rolling Hills Estates*	CM	6	Joseph E. Lehman 3/75	Harry R. Peacock 73	Anna Yalch	Harry R. Peacock	Richard Houts	Peter J. Pitchess	Harry R. Peacock	213 377-1577
Rosemead*	CM	41	Paul S. Taylor 3/78	C. Leland Gunn 69	Jenny Davenport	C. Leland Gunn	Richard Houts	Peter Pitchess	C. Leland Gunn	213 288-6671
Roseville*	CM	18	Kenneth F. Royer 4/76	Robert Hutchison 68	Pauline Brockman	Robert L. Hargrave	Carl J. Green	James A. Hall	Frederick Barnett-4,5	916 783-9151
Ross †	MC	3	F. S. Allen 3/78	....	Virginia Stott	....	Thomas Casson	John F. Harris	Elmer C. Scott	415 453-1453
Sacramento*	CM	254	Richard H. Marriott 11/75	Richard Rathfon 68	Jaci K. DeFord	Martin L. Allen	William R. Powell	William J. Kinney	Ronald Parker-4	916 449-5011
St. Helena	MC	3	Greta I. Ericson 4/78	....	Darlyne Reed	Greta I. Ericson	Phil Beltrami	Arnold Harrison	John A. Pinner-4,5	707 963-2741
Salinas*	CM	59	Henry Hibino 6/75	R. M. Christofferson 72	Evelyn Reynolds	James R. Duffy	Paul Mehringer	Herbert Roberson	Arnold C. Joens	408 758-7201
San Anselmo*	CM	13	Martin Blinder 4/76	Alan Bruce 74	Helen Ragan	A. C. Kaeppel-2	Richard McLaren	Raymond Buchignani	C. R. Leitzell-4,5	415 453-0392
San Bernardino	MC	104	W. R. Bob Holcomb 5/77	Marshall W. Julian	Lucille Goforth	Elton Tavernetti	Ray Shaw	Raymond Rucker	Purdy L. Hicks	714 383-5211
San Bruno*	CM	36	Anthony S. Governale 4/76	Gerald D. Minford 71	Carl Hultberg	....	Herbert F. Freitas	Russell J. Cunningham	Leo D. Van Dusen-4	415 583-3083
San Buenaventura*	CM	56	David D. Eaton 1/76	Edward McCombs 70	Barbara J. Kam	Charles Cunningham	Dean G. Schultz	Richard O. Baugh	P. E. Owen	805 648-7881
San Carlos*	CM	26	Thor Madsen 4/76	Charles R. Allen 63	Kathleen M. Grant	Richard W. Weiss	Richard J. Bosted	Owen McGuigan	Kenneth Pitsenberger	415 593-8011
San Clemente*	CM	17	Thomas J. O'Keefe 4/75	Kenneth E. Carr 64	Max L. Berg	Gerald Teachout	Ron Coleman	....	Philip Peter-4	714 492-5101
San Diego*	CM	697	Pete Wilson 12/75	Kimball H. Moore 71	Edward Nielsen	Larry Haden	Leonard T. Bell	Raymond L. Hoobler	Terry Flynn	714 236-6363
San Dimas*	CM	16	James N. Lough 3/76	Robert L. Poff 68	Barbara A. Henderson	Barbara A. Henderson	....(6)	....(6)	Frank Basile-4,5	714 599-6713
San Fernando*	CM	17	Phillip A. Johnson 4/76	Robert E. James 69	Helen Ramsey	C. Quintin Duxbury	Edmond Friand	David G. Ross	Robert E. James-4,5	213 365-2541
San Francisco§	MC	716	Joseph L. Alioto 1/76	Thomas J. Mellon 64	Robt. J. Dolan	Nathan B. Cooper-2	Keith P. Calden	Donald M. Scott	S. M. Tatarian	415 558-6161
San Gabriel*	CM	29	Richard Montes 4/76	Robert D. Clute 74	Robert D. Jones	S. E. Cornwell	....	F. L. Carpenter	F. F. Forbes-4,5	213 282-4104

San Jacinto*	CM	4	Clifford E. Wallace 3/76	Sam Kalfayan 68	Lucy May Allen	Sam Kalfayan	Ray Stewart	Bill Pearcy	Sam Kalfayan	714 654-9156
San Jose*	CM	446	Norman Y. Mineta 12/74	Ted Tedesco 73	Francis L. Greiner	Jean Morss-2	John K. Gerhard	Robert Murphy	A. R. Turturici-4,5	408 277-4000
San Juan Capistrano*	CM	7	Roy L. Brynes 4/75	....	Mary Ann Hanover	John O'Sullivan	....(6)	....(6)	William D. Murphy	714 493-1171
San Leandro*	CM	69	Jack D. Maltester 4/78	Wesley McClure 48	Richard H. West	Joseph A. Arch	Harold L. Hamilton	Kenneth E. Swanson	C. H. Ward-4,5	415 577-3000
San Luis Obispo*	CM	28	Kenneth E. Schwartz 5/75	Richard D. Miller 55	J. H. Fitzpatrick	J. H. Fitzpatrick	Lee M. Schlobohm	Ervin L. Rodgers	David F. Romero-4	805 543-3765
San Marcos*	CM	4	Lionel G. Burton 3/76	William R. Bradley 72	Sheila A. Kennedy	Leonard H. Cooper	Charles A. Carpenter	....	Herbert S. Kears	714 744-4020
San Marino*†	CM	14	T. S. Burnett	Charles R. Martin	Richard S. Monson	Richard S. Monson	Thomas E. Almand	James E. Moore	....	213 282-1155
San Mateo*	CM	79	John F. Condon 4/75	John C. Lilly 74	Joan Hinckley	Carl W. Reynolds	Arthur N. Koron	J. L. Coppock	Robert G. Bezzant-4,5	415 574-6710
San Pablo*	CM	21	William H. Mitchell 4/75	Louis Shepard 67	Doris C. Rasmussen	Ransom E. Coleman	....(6)	Walter Pedretti	Robert C. Penner	415 234-6440
San Rafael*	CM	39	C. Paul Bettini 4/75	William J. Bielser 73	Marion Grady	John B. Averett	Robt. Marcucci	Lawrence Kelly	Ely Caillouette	415 456-1112
Sanger*	CM	10	James Parichan	Perry J. Powers 66	Dottie Miller	Dottie Miller	D. Dean Mobley	Charles McVay	Floyd Little-4	209 875-4535
Santa Ana*	CM	157	Jerry M. Patterson 4/75	Bruce C. Spragg 72	Florence I. Malone	Lawrence M. Shaffer	Eugene R. Judd	Raymond C. Davis	Ronald E. Wolford-4,5	714 834-4906
Santa Barbara*	CM	70	David T. Shiffman	John L. Scott 73	Jane E. Newton	C. J. Ellis	R. G. Wickman	A. W. Trembly	R. W. Puddicombe	805 963-0611
Santa Clara*	CM	88	Gary G. Gillmor 5/77	D. R. Von Raesfeld 62	A. S. Belick-1	Creston Patterson	Leonard George	Frank Sapena	Sam Cristofano-4	408 984-3000
Santa Cruz*	CM	32	Bert Muhly 4/77	David C. Koester 62	Angele Mellon	Ray O. Rupert	Charles A. Schneider	Geno J. Pini	W. H. Fieberling-4	408 426-5000
Santa Fe Springs*	CM	15	William Emmens 4/78	Robert L. Williams 62	Robert L. Williams	Donald M. Nuttall	B. J. Thompson	....(6)	Glen E. Danielsen	213 868-0511
Santa Maria*	CM	33	Elwin E. Mussell 3/76	Robert F. Grogan 63	Dorothy Lyman	Robert S. Hossli	C. Wright Crakes	Richard J. Long	Reese N. Riddiough	805 925-0951
Santa Monica*	CM	88	Mrs. Clo Hoover 4/75	James D. Williams 73	Kenneth O. Grubb	Frank A. Gaudio-2	John F. Sturges	George P. Tielsch	E. Douglas McAteer-4	213 393-9975
Santa Paula*	CM	18	Les H. Maland 3/75	W. Paul Watts 59	Phyllis W. Uffen	W. G. Nelson	Lloyd Onstot	C. Ray Tull	R. Dennis Delzeit-4	805 525-3344
Santa Rosa*	CM	50	John H. Downey, Jr. 4/75	Kenneth Blackman 70	Kenneth R. Blackman	John S. Lindsay-1	Michael Turnick	Salvatore Rosano	Broydon J. Riha-4,5	707 528-5261
Saratoga*	CM	27	Jerome A. Smith	Robert F. Beyer 72	Robert F. Beyer	Robert F. Beyer	....(6)	John T. Ball	Robert S. Shook-4,5	408 867-3438
Sausalito*	CM	6	Evert H. Heynneman 3/76	T. P. McKenzie 73	Janet F. Tracy	George T. Warman, Jr	Robert C. Quayle	James Wright	N. Wohlschlaege-4	415 332-0310
Scotts Valley	CM	4	Paul B. Couchman 3/76	....	....	Joyce F. Bray	C. Bruce Scott	Gerald C. Pittenger	Jack A. Elzer-5	408 438-2324
Seal Beach*	CM	27	Thomas I. McKnew, Jr 7/75	D. Courtemarche 71	Jerdys T. Weir	Denis Thomas	Ronald E. Adams	Edward Cibbarelli	Harold Halldin	213 431-2527
Seaside*	CM	36	B. J. Dolan, Jr. 4/76	Dudley N. Lapham 72	Dudley N. Lapham	Ralph Scholink	John Kayser	Bennie W. Cooper	Theodore Thoeny-4	408 394-8531
Sebastapol*	CM	4	Thomas F. Miller 4/75	Melvin K. Davis 65	Melvin K. Davis	Luther N. White	Russ Shura	R. David Malkin	William Brewer-5	707 823-6446
Selma	MC	7	John Howard 4/76	....	Pete Esraelian	Pete Esraelian	David Haugen	James Brockett	Loyd Piercy	209 896-1064
Shafter	MC	5	Richard A. Larson 3/76	....	W. H. Johnston-1	W. H. Johnston-1	Clifford Ratzlaff	H. G. Witcher	Lewis E. Carroll	805 746-6361
Sierra Madre*	CM	12	Gordon E. Rudolph 4/75	David N. Lund 74	L. Marie Warfel	Marcus A. Woodward	Charles E. Brown	Thomas C. Kendra	B. P. Westkamper-4,5	213 355-7135
Signal Hill*	CM	6	Gertrude A. Beebe 4/75	Fred W. Baxter 73	Merle J. Hunt	Nadine F. McCartney	Richard Houts	Richard Denham	Victor Rollinger	213 426-7333
Simi Valley*	CM	56	James N. Smith 4/78	Richard Malcolm 74	Richard Malcolm	Loron Cox	....(6)	Kenneth H. Huck	Byron B. Johnson	805 522-1333
Soledad*	CM	4	John Saavedra 3/76	David M. Jinkens 74	Adella W. Headley	David M. Jinkens	Vernon Hevrin	Benjamin Jemenez	....	408 678-3963
Sonoma*	CM	4	Henry Riboni 3/78	Frank E. James 74	Eleanor Berto	Eleanor Berto	Albert Mazza	Gene K. Cartwright	Jack Ronsko-4	707 996-3681
Sonora	MC	3	Stanley J. Churchill 3/78	....	Paul W. Vaughan	Charles Butterfield	Guy C. Mills	Ronald D. Wano	John Neumann-5	209 532-4541
South El Monte*	CM	13	Thomas D. Duncan 4/75	Allen J. Parker 71	Mary E. Van Dyke-1	Helen Kornegger	....(6)	....(6)	....	213 443-1321
South Gate*	CM	57	Harold K. Prukop 3/75	Carl H. Zeise 67	Dorothy McGaffey	Larry Leonard	Lorn L. Wilke	Robert Taylor	Samuel S. Johnson	213 567-1331
South Lake Tahoe*	CM	13	William W. Moyer 4/75	Gary C. Chase 70	....	....	Marven Smiley	John T. Crow	Alan F. Hendrickson	916 541-2900
South Pasadena*	CM	23	Fletcher H. Swan 4/76	Ted Coleman 72	Marjorie Merritt	Marjorie Merritt	Robert O. Gordon	Melvin L. Viney	Willis L. Spence	213 799-9101
South San Francisco*	CM	47	Terry J. Mirri 4/75	Edward G. Alario 73	Arthur Rodondi	Stanley Bara	Lawrence Toellner	James Datzman	Frank Addiego	415 873-8000
Stanton*	CM	18	Albert J. Nuijens 4/75	....	Jean Siriani	Helen Thomson	Paul Harrison	Alfred Cracolici	....	714 893-2471
Stockton*	CM	108	Clyde E. Davis, Sr. 11/74	Elder Gunter 69	John M. Jarrett	George E. Poehner-1	R. K. Barth	E. Jess Delaney	Thomas J. Dosh-4	209 944-8212
Suisun City*	CM	3	Guido E. Colla 3/76	Robert J. Bounds 67	Clara M. Sharps	Robert J. Bounds-2	Carl E. Hall	James R. West	Carlos M. Crawford-5	707 425-8061
Sunnyvale*	CM	95	Charley C. Allen 4/75	John E. Dever 67	John E. Dever	Carl V. Husby, Jr.	George K. Hansen	George K. Hansen	Donald M. Somers-4	408 739-0531
Susanville	MC	7	Daniel P. Sanchez 4/76	....	James C. Jeskey	James C. Jeskey	Raymond A. Berettini	Mike Elerick	Mario D. Vial	916 257-2174
Taft*	CM	4	K. M. Detilla 4/76	Robert L. Kibbey 67	Patricia Hollinsworth	....	Eugene Mickey	Walter G. McKee	....	805 763-3144
Tehachapi*	CM	4	Jack Kirkbride 5/76	Lawrence M. Cook 72	Kathryn L. Koski	Lawrence M. Cook	A. A. Anthony	John R. Smith	George Marantos-5	805 822-3264
Temple City*	CM	30	William I. Dennis 4/75	Karl L. Koski 65	Karl Koski	Karl Koski	....(6)	....(6)	....	213 285-2171
Thousand Oaks*	CM	36	David S. Irwin 4/75	Glenn Kendall 66	Velma S. Quinn	Jack Hale	....(6)	....(6)	Louis J. Scherer-4,5	805 497-8611
Tiburon*	CM	6	Albert Aramburu 4/75	Robert L. Kleinert 73	Robert L. Kleinert-2	....	....	Maurice Lafferty	Louis F. Brunini	415 435-0956
Torrance*	CM	135	Ken Miller 4/78	Edward J. Ferraro 64	V.W. Coil	W.W. Dundore	Bill C. Slonecker	Donald E. Nash	....	213 328-5310
Tracy*	CM	15	John D. Hobin	Michael E. Locke 73	Betty J. Dani	Philip Anderson	Dan Watrous	Richard H. McHale	Robert Schneider-4	209 835-2221
Tulare*	CM	16	Norman Griesbach 4/75	W. Lynn Dredge 71	William Fishbough	William Fishbough	Wesley Short	Dale Anderson	Richard Mangnall-4	209 686-4791
Turlock*	CM	14	E. S. Christoffersen 3/78	Stuart W. Johnson 74	Vera Sahlstrom	Larrie Sweet	C. Chittock	William Ladd	Lawrence Martin-4	209 632-2311
Tustin*	CM	27	Joseph B. Langley 4/76	Harry E. Gill 65	Ruth C. Poe	Dan Blankenship	C. Morgan Hilton	Joseph J. Kelly	Robert Ledendecker-4	714 544-8890
Ukiah*	CM	10	Lorraine C. Pearson 3/75	James A. Swayne 72	Hattie Tillotson	G. R. Brosig-1,2	Kenneth Donohue	Donn Saulsbury	Alfred S. Kruth-4,5	707 462-2971
Union City*	CM	15	Tom Kitayama 3/78	William Zaner 70	Terrence L. Belanger	William Zaner	Kenneth Garcia	William Cann	Ralph E. Kirkup-4,5	415 471-3232
Upland*	CM	33	Abner B. Haldeman 4/76	S. Lee Travers 74	Doreen K. Carpenter	Robert Kendro	Leon Lamphear	John Wessely	S. Lee Travers-5	714 982-1352
Vacaville*	CM	22	William J. Carroll 4/76	Walter V. Graham 66	Walter V. Graham	Robert E. Eaton	Howard J. Wood	James C. Lehman	Dennis W. Wilson-4	707 448-6262
Vallejo*	CM	67	Florence E. Douglas 5/75	Gerald R. Davis 73	Helen G. Seeber	Ronald P. Avanzino	John Speed	William R. Garlington	Glenn A. Harris-4,5	707 643-1311
Victorville*	CM	11	Terry E. Caldwell	James L. Cox 69	James L. Cox	James L. Cox	James F. McMullen	Earl Campbell	Kent D. Davis	714 245-3411
Villa Park	CM	3	Donald D. Winn 4/75	Thomas H. Scott	Thomas H. Scott	Thomas H. Scott	....	....	William Morrow	714 998-1500
Visalia*	CM	27	S. Thomas Porter 4/75	William C. Clark 72	Raymond Cassidy	Raymond Cassidy	Roy Vogt	Raymond Forsyth	Kenneth F.Davenport-4	209 734-2011
Vista*	CM	25	Frank Meyer 3/76	Joseph Zapotocky 73	Jean Brooks	Jere L. Jarrell	Harry Kaylor	Kenneth Deering	Donald D. Todd-4,5	714 726-1340
Walnut*	CM	6	Joe P. Dyer 3/76	A. C. Lazzaretto 69	A. C. Lazzaretto	A. C. Lazzaretto	....	....	Frank Salfingere	714 595-7543
Walnut Creek*	CM	40	Sanford M. Skaggs 4/75	Thomas G. Dunne 72	Adele C. Laine	Stanley Stephens	....(6)	Donald Burke	Karel A. Swanson	415 935-3300
Wasco	MC	8	Glenn C. Hallock 3/76	A. F. Payton	A. F. Payton	....	Melvin McLaughlin	Robert E. Duke	Julian Munoz	805 758-6670
Watsonville*	CM	15	William Johnston 5/75	David Sollenberger 72	Dorothy Bennett	John Radin-1,2	Earl German	James Cummingham	L. John Cooper-4,5	408 722-3551

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
CALIFORNIA (364) continued										
Weed*	CM	3	J. I. Kersey 4/76	Lyle W. Larson 73	Madelon G. Gilman	Madelon G. Gilman	Lawrence Hogue	Boyd D. Maxey	John D. Friday, Jr.	916 938-4842
West Covina*	CM	68	Chester Shearer 4/75	George Aiassa 58	Lela W. Preston	Leonard Eliot-2	C. A. Wetherbee	Allen W. Sill	George P. Zimmerman	213 962-8631
Westminster*	CM	60	Philip Anthony 6/75	Robert J. Huntley 67	Katharine Harper	Olinto Albert Ricci	W. E. Knowles	Walter Scott	James Stilwell-5	714 898-3311
Whittier*	CM	73	Blake P. Sanborn 4/76	N. Keith Abbott 67	B. Eugene Romig	Gerald Shuster	Rodercik S. Smith	James F. Bale	V. Clyde Haight-4	213 698-2551
Willits*	CM	3	David J. Shelton 4/76	Douglas J. Flautt 73	Ruth B. Jameson	. . . .	. . . .(6)	George Koehler	. . . .	707 459-4601
Willows*	CM	4	M. B. Wiest 4/76	Russell Melquist 74	May Quint	Russell Melquist	Donald Cavier	Joe Barnett	Gary Lewis	916 934-7041
Woodlake*	CM	3	Peter J. Legakes	Dolph Frisius 73	Lucille Brown	. . . .	. . . .	Doug Brooks	Ernest C. Miller	209 564-8483
Woodland*	CM	21	Don E. Wyly 3/76	Thomas Peterson 73	Jean L. Winnop	Syed A. Bukhari	Charles G. Mohnike	Ray Andreozzi	A. L. Hiatt	916 662-5416
Woodside t	MC	5	Edward Washburn 4/75	Robert E. Myers 72	Irma Lewis	. . . .	Stanley Larsen	John MacDonald	Richard I. Whaley-4,5	415 851-7764
Yorba Linda*	CM	12	Dale Chaput 4/75	Arthur C. Simonian 72	Arthur C. Simonian	Arthur C. Simonian	. . . .	. . . .(6)	Roy Stephenson	714 524-5000
Yreka City t*	CM	5	Byron M. Lewis 5/75	James L. Dillon 70	James L. Dillon	. . . .	Charles Schultz	William E. Duncan	Leroy P. Manley-4	916 842-4386
Yuba City*	CM	14	Joseph D. Fraser 4/75	Peter C. Harvey 69	Jerry T. Sykes	Jack Kurtz	William E. Burke	George B. Garcia	Duane Beaver	916 674-1210
COLORADO (66)										
Alamosa*	CM	7	Martin J. Husung 12/77	P. E. Floyd 74	Alfred L. Belt	Alfred L. Belt	. . . .	. . . .	. . . .	303 589-2593
Arvada*	CM	47	Donald L. Feland 12/75	Capp F. Shanks, Jr. 73	Elaine Morris	Steve Anner	Matt Kramer	James W. Richards	Wayne Adams	303 421-2550
Aspen*	CM	2	Stacy Standley, III 6/75	Philip S. Mahoney	Lorraine Graves	Don R. Rogers	Willard Clapper	Richard Ritchey	. . . .	303 925-2020
Aurora*	CM	75	Paul C. Beck 11/75	W. Robert Semple 72	Robert E. Broom	Robert E. Broom	William H. Hawkins	J. D. Putman	Harry Labonde-4	303 341-7500
Boulder*	CM	67	Penfield W. Tate 12/75	Archie J. Twitchell 73	Carl Chapel	Gerald Bellows	Peter J. Ringleman	Donald Vendel	Louis F. Dow	303 442-2020
Brighton*	CM	8	Guy R. Sanders 1/76	Ronald Hellbusch 74	Frank Kastory	Frank Kastory	Freal Fitch	Donald Jarvis	C. D. Dornbusch	303 659-4050
Broomfield*	CM	7	John P. Elliott, Jr. 1/76	George D. DiCiero 68	Lucy Brown	Clarence E. Mabb	Earl Stonehocker	Leonard G. Bishop	Verne C. Chaney	303 466-7373
Brush	MC	3	Raymond Paulsen 1/78	Carrol Webber 74	Clara W. Lassen	Clara W. Lassen	James C. Lorensen	Robert E. Dunham	. . . .	303 842-2512
Burlington t	MC	3	Rol Hudler 76	Lester McLain	Phyllis Collins	. . . .	Harry Covey	Carrol Johnston	. . . .	303 346-8652
Canon City*	CM	11	R. Eric Domroese 74	Max A. Sanks 72	Lavona I. Martinez	Lavona I. Martinez	Phil K. Thomas	John W. Wilson	Robert L. Gann-5	303 275-6814
Cherry Hills Village t	MC	5	Richard Schrepferman 4/76	. . . .	Elizabeth N. Noel	. . . .	John Franks	Elliott M. Burke	Chas. M. Schloss, Jr.	303 789-2541
Colorado Springs*	CM	135	Andrew Marshall 4/75	George H. Fellows 66	Robert E. Parker	J. H. B. Wilson	Argus Cummings	Oren F. Boling	Dewitt Miller	303 471-6600
Commerce City*	CM	17	Harold E. Kite 4/75	George W. Felsch 70	Robert Oshima	Robert Oshima	. . . .	Neal Wikstrom	Dennis Wacker	303 287-0151
Cortez*	CM	6	Robert Maynes	D. Longenbaugh 74	Fred Torres	Fred Torres	Harry Baker	Erwin DeLuche	Dwayne Longenbaugh	303 565-8575
Craig†	MC	4	Bob Sweeney	. . . .	Gay Flies	Gay Flies	Bob Estey	Dean Lawton	Dutch Estey	303 824-5897
Del Norte t*	CM	2	Jay Schrader 4/76	Orville Flatt 74	Ida Mae Davis-3	. . . .	Harold Moen	Barney Black	. . . .	303 657-3355
Delta*	CM	4	Hiram S. Stuchell 1/76	Clyde Albright 71	Victor T. Knob	Victor T. Knob	Charles A. Smith	Robert Elliott	Clyde Albright	303 874-4455
Denver	MC	515	Wm. H. McNichols,Jr. 6/75	. . . .	F. J. Serafini	Richard A. Clark-2	Myrle K. Wise	Arthur G. Dill	Harold V. Cook	303 297-2601
Durango*	CM	10	E. W. Ned Wallace 5/75	Robert W. Rank 60	David E. Wilson	David E. Wilson	Ralph Turner	John Garnand	Wendell E. Evensen-4	303 247-5622
Edgewater	MC	5	H. Edward Rozmiarek 11/75	Charles P. Fucci	Charles P. Fucci	Charles P. Fucci	Joe McDonald	Robert J. Gordanier	Allen E. Bradbury	303 238-0573
Englewood*	CM	34	James L. Taylor 11/74	Andrew J. McCown 74	Karl Nollenberger	Karl Nollenberger	William A. Hamilton	Jack Clasby	Kells Waggoner-4	303 761-1140
Evans*	CM	3	E.R.(Gene) Aplin 4/76	Robert G. Annis 73	Irene Noyes	Irene Noyes	Leroy Johnson	Jack West	Robert G. Annis-5	303 356-6313
Florence*	CM	3	Dominic Carochi 78	Dan Gonzales 69	Beth Wells	Belt Wells	Dan Friend	Max Martinez	Charles Andrew	303 784-3914
Fort Collins*	CM	43	J. W. N. Fead 4/75	Robert L. Brunton 72	Verna Lewis	Charlie D. Cain-1,2	Edward Yonker	Ralph M. Smith	Charles Liquin	303 484-4220
Fort Morgan	MC	8	Lambert V. Ward 1/76	Ralph E. Varner 62	J. E. Longnecker	J. E. Longnecker	Edward Zwetzig	W. Gale Davey	G. B. Ross	303 867-2466
Fountain	MC	4	Sigurd Aga	Wm. T. Hambric	Richard G. Brown-2	. . . .	Allen Simpson	Albert J. Licastro	Wm. T. Hambric	303 382-5604
Glendale*	CM	1	George T. Garson 4/76	B. L. Heber 71	B. L. Heber	B. L. Heber-2	Robert Quinlan	Roger Jensen	Herbert D. Moore	303 757-5451
Glenwood Springs*	CM	4	William S. Bowden 12/76	Roy G. Rainey 73	. . . .	Loren Mayfield	L.P. Zancanella	Robert Halbert	Kenneth Idleman	303 945-6481
Golden*	CM	10	David C. Crawford 1/76	Charles L. Goudge 74	Sharon L. Bennetts	Grace V. Pike	Eugene Bennetts	John Mayo	Harry Ross	303 279-3331
Grand Junction*	CM	20	Lawrence Kozisek 5/77	Harvey M. Rose 73	Neva B. Lockhart	Victor Vance	Robert T. Mantlo	Ben Meyers	Gustav Byrom	303 243-2633
Greeley*	CM	39	George W. Hall 11/75	Peter A. Morrell 74	L. Jane Wood	Leonard A. Wiest	Bruce Forbes	John P. Parkinson	G. Keith Eberhardt-4	303 353-6123
Greenwood Village	MC	3	Harold W. Patton, Jr.	James G. Blackinton	June Gunderson	A. E. Cole	. . . .	James Coleman	Harold I. Tousignaut	303 761-1140
Gunnison t*	CM	5	Rial R. Lake 5/75	Robert L. Briscoe 73	Marian L. Hicks	Marian L. Hicks	Paul E. Sammons	Floyd F. Johnson	H. Carl Smith-5	303 641-2443
Julesburg t*†	CM	2	Clarence W. Ebke	Bud Q. Rutherford 74	Muriel L. Nelson	. . . .	Ralph E. Miller	Melvin G. Mikelson	. . . .	303 474-3344
La Junta*	CM	8	C. B. Kurtz 11/75	John R. McGinn 74	. . . .	George Craig	Wayne Smith	Lavern Eubank	Harold Scofield-4	303 384-2578
Lafayette*	CM	3	Thomas Lopez 9/77	Jane Williams 74	Jane Williams	Jane Williams	Wayne Stetson	Daniel Root	. . . .	303 665-5588
Lakewood§	MC	93	James J. Richey 1/76	Ray S. Wells 74	Jean L. Rogers	John T. Maxwell	. . . .	Pierce R. Brooks	Raymond A. Bullock	303 233-8371
Lamar	MC	8	Richard P. Crimond 11/75	Francis L. Hiigel 66	Francis L. Hiigel	. . . .	John Hagerman	E. A. Benbrook	. . . .	303 336-4376
Las Animas	MC	3	Alferd Putnam 1/76	. . . .	Vigar J. McAfee	Vigar J. McAfee	Don St Walley	James Bothwell	Jack R. Taliaferro	303 456-0268
Leadville	MC	4	John A. Moore 1/76	. . . .	Sherrill Warford	Eva Ann Sasek	Robert Mehle	Fred Van Pelt Jr.	. . . .	303 486-0349
Limon t*†	CM	2	. . . .	Jerry L. Kempf 60	. . . .	. . . .	. . . .	. . . .	. . . .	303 775-9554
Littleton*	CM	26	F. Vaughn Gardinier	Gale D. Christy 72	Jánet G. Harrison	Kenneth A. Pearson	Donald L. Johnson	Marion B. Hobson	William J. Brookshire	303 794-4214
Longmont*	CM	23	Phil Stone Braker	Chas. E. Klarich 64	A. E. Sweney	A. E. Sweney	Robert Nieman	Carol Hebrew	Frank Humphrey	303 776-6050
Louisville*	CM	2	John Waschak 1/76	Leon A. Wurl 72	Patricia Santilli	Leon A. Wurl	Kenneth Buffo	Dennis Munger	Fred McNulty	303 666-6565
Loveland*	CM	16	Jean Gaines 1/76	Don W. Hataway 68	Richard Jung	Richard Jung	Al Woll	Pat Steele	Jean M. Marchand-4	303 667-6130

Manitou Springs*	CM	4	C. Ray Tryon	Julius E. Haralson 72	Lois J. Sawatzky	Robert Acker	Verne Witham	Harry F. Greenman	Chuck Parker	303 685-5481
Monte Vista*	CM	4	Eugene Otto 1/75	Robert H. Brooks 74	Linda Jungert	....	Henry Chafin	....	....	303 852-5113
Montrose*	CM	6	Donald DaLee 12/74	James R. Austin 71	David Putney-3	Penelope Patterson	Jake Pauli	James R. Austin	Richard Hall	303 249-4534
Northglenn*	CM	28	Alvin B. Thomas 12/75	Stanley Bender 74	Maxine A. Foster	Roland Sherrill	....(6)	Craig E. Camp	Richard P Lundahl-4,5	303 452-1941
Pueblo*	CM	97	Melvin H. Takaki 12/74	Fred E. Weisbrod 67	Lucy J. Costa	Robert B. Miller	James P. Lovette	E. L. Willoughby	Bruce E. Rebok	303 544-4747
Rifle t*	CM	2	A. W. Van Arsdale 9/75	Daniel W. Deppe 74	Frances McAlister	....	Wesley Downey	Lawrence P. Allec	William E. Griffee	303 625-2121
Rocky Ford	MC	5	George R. Gregg 1/75	Erhard Hagenay	Ellenor Brenneman	....	Frank Wells	Chris Lucero	....	303 254-7414
Salida	MC	4	(not reporting)							303 539-2311
Sheridan	MC	5	Wilfred D. Corbin 12/78	....	Bonita Lee Hutcheson	Jerrold W. Todd	Arthur C. Covey	Carl Hall	....	303 795-3414
Steamboat Springs*	CM	2	C. A. Kupili, Jr. 78	Robert R. Sanders 74	Edna F. Drennan	Charles S. Gubisch	Delmar Coyner	W. E. Philbrook	Brac Melton	303 879-2060
Sterling*	CM	11	Earl D. Franklin, Jr.	Marvin G. McElwain 57	Irvin G. Christner	Irvin G. Christner	E. J. Backes	Melvin Honebein	Donald L. Benge-4	216 688-8206
Thornton*	CM	13	Tom Carrillo	James Castrodale 71	Penny Conlin	Marvin Thrasher	Carl Nelson	William J. Beary	Tom M. Haynes	303 287-5501
Trinidad*	CM	10	John C. Cha 1/76	C. W. McAnally, Jr.	Frank Hoch	Frank Hoch	Ben Garcia, Jr.	Joseph Montera	John Digarbo	303 846-9141
Vail t*	CM		John Dobson 11/75	Terrell J. Minger 70	Rosalie Hill Jeffrey	Stanley Bernstein	Michael Carlisle	Gary Wall	Kent Rose	303 476-5613
Walsenburg	MC	4	(not reporting)							303 738-1048
Westminster*	CM	19	Gilbert A. Bean 11/75	Steven Garman 74	Katheryn Herman	Wilkie Miller	Robert Panuccio	....	Howard B. Browning-4	303 429-1546
Wheat Ridge*	MC	34	Paul B. Abramson 1/76	John A. Jerman 74	Elise McMillen Broug	Walter Grande, Jr.	Jack M. Willis	Edward M. Pinson	Glen M. Taylor-5	303 421-8480
Windsor t*	CM	2	....	Ira L. Miller 74	....	....	....	....	....	303 686-7476
Woodland Park t*	CM	1	Carol M. Kenney 4/76	Glenn W. Bolsen 67	Rue Ann Vorhies	Rue Ann Vorhies	Glenn Foote	Robert Retzler	John Walker	303 687-9243
Wray t*	CM	2	Raymond Mullison 76	Harold B. Whyte 52	John W. Courtney	Milton Speicher	Floyd Crouse	Harold B. Whyte	....	303 332-4431
Yuma t§	MC	2	Donald R. Starnes	Paul Metcalf 73	Hazel Wilshosen	....	Havey-Josh	....	....	303 741-2242
CONNECTICUT (148)										
Ansonia	MC	21	Michael J Adanti 12/75	....	Edward Cooke	Donald Zemaitis	Norman Smith	Edward Turgeon	William Larovera	203 734-8034
Avon t*	CM	8	Oliver W. Thompson 7/75	Edward J. Podojil 72	Caroline B. Lamonica	Edward J. Podojil	Donald E. Griswold	Domenic A. Zacchio	Thomas A. Daukas-4	203 677-2634
Beacon Falls t	TM	4	Mario G. Fuoco	....	Francis X. Doiron	Thomas Holloway	Lee Lennon	....	Frank Del Vecchio	203 729-4340
Berlin t	TM	14	Arthur B. Powers 11/75	....	Joanne G. Ward	Leslie C. Bentley	....	Robert Skinner	Morgan Seelye	203 828-3501
Bethany t	TM	4	Gordon V. Carrington 7/75	....	Sidney Svirsky	....	Herbert G. Howard	G. V. Carrington	....	203 393-0820
Bethel t	TM	11	C. M. McCollam, Jr.	....	Herbert W. Clarkson	J. Clark Andrews	William Schnabel	Richard Carlo	Edward M. Reynolds	203 743-9231
Bloomfield t*	CM	18	Edward J. Stockton 11/75	Clifford R. Vermilya 70	Elizabeth F. Jolley	C. R. Vermilya	Adolf Jacobsen	Harold B. Jackson	P. D. Patel	203 242-6241
Bolton t	TM	4	Richard Morra 6/75	....	Catherine Leiner	Catherine Peterson	Donato Rattazzi, Jr.	....	....	203 643-4756
Branford t	RT	20	John B. Sliney 75	....	Peter Ablondi	Robert M. Geier	John H. Tweed, Jr.	R. H. Wiederhold	....	203 488-6305
Bridgeport	MC	157	Nicholas A. Panuzio	....	John C. Mandanici	Roger A. Gelfenbien	John F. Gleason	Joseph A. Walsh	Ronald N. DeFilippo	203 333-8551
Bristol	MC	55	Frank J. Longo, Sr. 11/75	....	Richard Sweeney	Theodore N Hamilton	Anthony D. Basile	William J. Mead, Jr.	John J. Gavin-5	203 583-1811
Brookfield t	TM	10	S. Wesley Reynolds 11/75	....	Laverna R. O'Donnell	Raymond G. Waidelich	Lane Richard, Jr.	S. Wesley Reynolds	....	203 775-2515
Brooklyn t	TM	5	(not reporting)							203 774-9543
Burlington t†	TM	4	Clarence G. Spielman 7/75	....	Clara N. Hamernick	A. Gertrude Simmons	Richard M. Kellert	Clarence G. Spielman	....	203 673-2108
Canterbury t	TM	3	Lewis J. Gray 1/76	....	Marguerite Simpson	Martin Alliod	Ken Veit	....	....	203 546-9377
Canton t	TM	7	Raynald E. Bergeron 11/75	....	Barbara Barlow	Richard Young	Kenneth Drs	Charles Keefe	Raynald E. Bergeron	203 693-4093
Cheshire t*	CM	19	Edward R. Ulozas	R. S. Borden, Jr. 73	Warren Hall	Lucille A. Norton	John A. Williams	John G. McNamara	Fred W. Bens	203 272-8457
Chester t	TM	3	Robert J. Blair 1/75	....	Elsie L. Tarpill	Elizabeth A. Lucie	Bernard Negrelli	Robert J. Blair	....	203 526-5272
Clinton t	TM	10	George H. Jennings 11/75	....	Theodore Moser	John E. Johnson	Daniel Vece, Jr.	Hamlin Bell	....	203 669-9333
Colchester b	MC	4	Harry Downey Warden 7/75	....	John Mazzarella	James St. Clair	Norman Gustafson	....	....	203 537-2393
Colchester t	TM	7	Loren W. Marvin 11/75	....	John G. Fedus	Paige Alvin	Norman Gustafson	....	....	203 537-2393
Columbia t	TM	3	Joseph Szegda 11/75	....	Rita T. Cloutier	Harriet R. Lyman	Thomas E. Chowancee	Howard C. Bates	....	203 228-3284
Coventry t*	CM	8	Rose M. Fowler 11/75	Allen L. Sandberg 73	Eliz R. Rychling	Allen L. Sandberg	....	Robert Kjellquist	Michael Pesce-5	203 742-6325
Cromwell t	TM	7	William J. Salwocki 11/75	....	Bernard Neville	....	Richard A. Watrous	William J. Salwocki	....	203 347-1731
Danbury†	MC	51	Gino J. Arconti	....	Charles A. Ducibella	John P. Edwards-2	Joseph Bertalovitz	James Tallon	Arthur Tartaglia	203 744-7160
Danielson b	MC	5	Ellis K. Howland 5/75	....	Robert J. Gerardi-3	....	Harold Burgess	Gerald Bissonnette	Paul F. Trahan	203 774-8000
Darien t	RT	20	William H. Patrick 10/75	Norman A. Lucas 69	Winifred Avery	Fred Nigri	....	John J. Jordan	A. Walter Saburn	203 655-8927
Deep River t	TM	4	Carl O. Carlson 11/75	....	Edna McQueeney	Herman T. Reinch	Norman Lowrey	Carl O. Carlson	George Joy	203 526-5783
Derby	MC	13	(not reporting)							203 734-9207
Durham t	TM	4	A. Reed Hayes 11/75	....	Marjorie C. Hatch	....	Kenneth Dale	A. Reed Hayes	....	203 349-3452
East Granby t	TM	4	Frank R. Rothammer 1/76	....	Miriam Viets	Donald T. Burger	Stewart Dewey	....	....	203 653-6528
East Haddam t	TM	4	(not reporting)							203 873-8279
East Hampton t	MC	7	Eaton E. Smith	William F. Sith, Jr.	Teresa Valli	Ann McLaughlin	LeRoy Goff, Jr.	George Fowler	Louis Pettengill	203 267-2519
East Hartford t	MC	58	Richard H. Blackstone 11/75	....	John F. Callahan	Richard C. Harvey	Michael J. Fitzgerald	Clarence A. Drumm	Arthur J. Mulligan	203 289-2781
East Haven t	RT	25	Francis W. Messina 11/75	....	Margaret J. Tucker	Pasquale A. Barbato	William T. Morgan	Joseph R. Pascarella	James E. Czel	203 469-5311
East Lyme t	TM	11	Dennis J. Murphy, Jr. 12/75	....	Olive Tubbs Chendali	Dennis J. Murphy, Jr	Frederick Johnson	Dennis J. Murphy, Jr.	....	203 434-7733
East Windsor t	TM	9	(not reporting)							203 623-5662
Easton t	TM	5	Francis J. Merillat 11/75	....	Carl Mlinar	Hilmer Nelson	Chaeles Laskay	Oscar Svihra	Joseph Yurcho	203 268-6291
Ellington t	TM	8	Janet S. Batt 11/75	....	Edna T. Edwards	....	John J. Luetjen	Janet S. Batt	Henry R. Rothe, Jr.	203 875-3190
Enfield t*	CM	46	Frank Mancuso 11/75	C. Sam Kissinger 68	Philip E. Clarkin	Vincent E. Santacroc	William Mills	Walter J. Skower	Roger J. Mullins	203 745-0371
Essex t	TM	5	Carl W. Ellison, Jr.	....	Betty J. Gaudenzi	Merritt Comstock	Dorville Simpson	Carl W. Ellison, Jr.	Carl W. Ellison, Jr.	203 767-8201
Fairfield t	RT	56	John J. Sullivan 11/75	....	Mary A. Katona	John Leahy	Joseph Stopa	Anthony Mastronardi	Frank Daniels-4	203 259-8361
Farmington t*	CM	14	W. Page Wodell	Stephen A. Flis 54	W. Spencer Hurlburt	Stephen A. Flis	Arther Haworth	Richard C. Moore	Thomas J. Quirk-4	203 673-3271
Glastonbury t*	CM	21	James F. Flanagan 11/75	Donald C. Peach 60	Edward J. Friedeberg	William H. Beyer	Edward Siwy	Francis J. Hoffman,Jr	Edward G. Carini-5	203 633-5231

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
CONNECTICUT (148) continued										
Granby t°	CM	6	Otto C. Neumann	J. Donald Flannery 72	Cilesta V. Adamick	....	Robert Beman	Donald R. Algren	W. R. Messenger, Jr.	203 653-2538
Greenwich t	RT	60	William B. Lewis 12/75	....	Otto Klumpp	William J. Reynolds	John H. Titsworth	Stephen M. Baran, Jr.	Francis J. Perna	203 869-8800
Griswold t	TM	8	Armand Doyon 11/75	....	Wilfred Jodoin-3	....	....	Armand Doyon	....	203 376-2521
Groton b	MC	9	Donald B. Sweet 5/75	....	John J. DeLaura	Paul B. Tubbs	William M. Scarano	Timothy T. Giesing	John E. Umrysz	203 445-9718
Groton t°	CM	39	William J. Bartinik 11/75	Fred T. Staples 70	Mrs S. M. Sawyer	Laverne A. Henn	....(6)	Robert E. Falvey	Walter P. Blanker	203 445-8551
Guilford t	TM	12	Marjory W. Schmitt 12/75	....	Mildred B. Phillips	....	Kenneth Wilson	Samuel Downs, Jr.	E. R. Norton	203 453-2763
Haddam t	TM	5	William A. Wiley 11/75	....	Beverly Rummel	Marian Campbell	Robert Frazier	William A. Wiley	William A. Wiley	203 345-4555
Hamden t	MC	49	Lucien A. Dimeo 1/76	....	Carol B. Shank	Peter S. Fortini	V. Paul Leddy	Hugh E. Mulhern	Andrew J. Scott	203 288-5641
Hartford°	CM	158	George A. Athanson 12/75	Edward Curtin, Jr. 72	Robert J. Gallivan	John T. Walsh	Edward F. Fennelly	Hugo Masini	....	203 566-6400
Harwinton t	TM	4	Henry H. Camp 11/75	....	Cherie Reynolds	....	....	....	Henry H. Camp	203 489-9212
Hebron t	TM	4	Aaron Reid 11/75	....	Marian Celio	....	D. E. Griffin, Sr.	....	....	203 228-9406
Jewett City b†	MC	3	....	....	....	....	Orville Herbert	Thurston Fields	....	203 376-2443
Killingly t°	CM	14	....	R. Gary Stenhouse 71	Louisa B. Viens-3	....	....(6)	....(6)	Irving F. Owen	203 774-2333
Lebanon t	TM	4	Martin M. Masters 11/75	....	Helen M. Littlefield	Ralph Webb	William Brewster	Richard R. Bauwens	....	203 642-7319
Ledyard t	MC	15	Arthur H. Jerbert 11/75	....	Hazel J. Gunuskey	Arthur H. Jerbert	....	A. H. Jerbert	Edward J. Porter, Sr.	203 464-7265
Lisbon t	TM	3	Jeremiah A. Shea 11/75	....	Florence Pawlikowsk-3	....	Earle Palmer, Jr.	Jeremiah A. Shea	....	....
Litchfield t	TM	7	Robert D. Cooley 11/75	....	Evelyn N. Goodwin	Norman Waldvogel	George Koser	Robert D. Cooley	John E. Beatman	203 567-9461
Madison t	TM	10	Vera Dallas 11/75	....	Leo Bonoff	....	Joseph Schmidt	Charles Nilson	Stewart MacMillan	203 245-2465
Manchester t°	CM	48	John W. Thompson 11/75	Robert B. Weiss 65	Edward J. Tomkiel	Thomas S. Moore	John C. Rivosa	James M. Reardon	Jay J. Giles	203 649-5281
Mansfield t°	CM	20	Joseph Gill	Curtis E. Olsen 71	Madelyn Eremita	Curtis E. Olsen	....	....	Donald Aubrey-4	203 429-9163
Marlborough t	TM	3	Anthony J. Maiorano 11/75	....	Eldoretta Secord	....	David Johnson	....	....	203 295-9547
Meriden	MC	56	John D. Quine 1/76	....	Carol C. Kosienski	Joseph Zangari	Robert Redican	Henry Magunder	J. Bruce Marks	203 238-2611
Middlebury t	TM	6	Charles J. Murphy 11/75	....	Carlos E. Hill	John J. Clarke	Edward B. St. John	A. Frank Calabrese	Michael Gargoni	203 758-2764
Middlefield t	TM	4	....	....	....	Donald G. Lee, Jr.	Robert Carlson	Donald G. Lee, Jr.	Donald G. Lee, Jr.	203 349-3446
Middletown	MC	37	Anthony Sbona 11/75	....	Louis F. Cucia	James M. Reynolds	John E. Riordan	Eugene B. Rame	John C. O'Brien-4,5	203 347-4671
Milford	MC	51	Joel R. Baldwin 11/75	....	Margaret S. Egan	Antonio D. Giguere	William A. Healy	William Bull	Anthony Benedosso	203 878-1731
Monroe t°	CM	12	Richard E. Atkinson 11/75	John J. Desmond 69	Edna R. Stein	John J. Desmond	Charles Davin	Regis Desrosiers	John J. Desmond	203 261-3651
Montville t	MC	16	H. R. Beetham, Jr. 11/75	....	Jane Squires	Howard R. Beetham	James Rogers	Mike Stergio	Arnold Brodeur-4,5	203 848-1349
Naugatuck b†	MC	23	William C. Rado 5/75	....	Michael Mormile	William Goggin-2	Domenic DeCarlo	Frank Mariano	Michael Kelly-5	203 729-4571
New Britain	MC	83	Stanley J. Pac 11/75	....	Richard T. Murphy	Thomas M. Doyle	Stephen Kelly	Thomas J. Ormsby	Barry Squillacote	203 224-2491
New Canaan t	TM	17	Henry S. Noble 75	Edwin F. Gutt 69	Reginald J. Reynolds	S. Milton Baughman	Norman R. Frame, Jr.	Fredrick P. Tiani	Lawrence S. Wood	203 966-3539
New Fairfield t	TM	7	William H. Raacke 11/75	....	Helen Pettibone	....	Richard Klatte	William H. Raacke	....	203 746-2448
New Hartford t	TM	4	Reginald J. Smith 5 /75	....	Charlotte DuFour	Robert Lagoy-3	Arthur Desjardin	Reginald Smith	Reginald Smith-4	203 379-3389
New Haven	MC	138	Bartholomew F. Guida 12/75	....	Leon A. Medvedow	Francis Kelly-2	Francis J. Sweeney	Biagio Dilieto	Charles Schwab, Jr.	203 562-0151
New London°	CM	32	William Nahas 12/74	C. Francis Driscoll 69	Grace M. Podeszwa	Robert Smith	Guido Bartolucci	John J. Crowley	Thomas G. Susi-5	203 443-2861
New Milford t	TM	15	Louis C. White 6/75	....	J. Richard Gebhardt	Roger M. Henley-2	....	Theodore R. Adams	....	203 354-4478
Newington t°	CM	26	Elmer A. Mortensen 11/75	Peter M. Curry 71	Edward S. Seremet	Donald F. McKay	William Dush	Philip Lincoln	....	203 666-4661
Newtown t	TM	17	Frank R. DeLucia 11/75	....	Mae Schmidle	Thelma A. Mathison	....	Louis D. Marchese	Edward A. Napier	203 426-2501
North Branford t°	CM	11	Timothy P. Ryan 12/75	James Vincent 74	Ruth B. Arnold	James M. Vincent	....	Frank Stomboli	James M. Vincent	203 488-8352
North Canaan t	TM	3	Leo R. Segalla 11/75	....	Josephine S. Harris	William Polowa	Allyn Gatti	....	....	203 824-7246
North Haven t	TM	22	Lester W. Gott 12/75	....	Martha M. Schott	Philip C. Carter	John T. Rosadini	Walter Berniere	....	203 239-5321
North Stonington t	TM	4	Roy S. Lee 11/75	....	Patricia P. McGowan	Elizabeth H. Crary	Robert Sawyaer	Roy S. Lee	....	203 535-2877
Norwalk	MC	79	Donald J. Irwin 11/75	....	Edwin T. Lawlor	Bernard Newman-2	Eugene Seymour	Francis E. Virgulak	Peter J. F. Hussey	203 838-7531
Norwich°	CM	41	Konstant W. Morell 12/75	Charles C. Whitty 73	Yvonne E. Benac	Angelo Sanquedolce	Edward J. Breen	John W. Krzesicki	Walter J. Wadja	203 887-6722
Old Lyme t	TM	5	Maurice D. McCarthy 11/75	....	Jessie F. Smith	....	....	....	....	203 434-1655
Old Saybrook t	TM	8	Barbara J. Maynard	....	Charles L. Doherty	William E. Tucker	Ronald Baldi	Edmund Mosca	John Champion, Jr.	203 388-2090
Orange t	TM	14	Ralph E. Capecelatro 11/75	....	Marjorie B. Wahnquist	Frederick E. Ross	Earl Becker	Bernard J. Foyer, Jr.	Robert Hiza-4	203 799-2359
Oxford t	TM	4	J. Richard Untied 11/75	....	Arthur P. Hoyt	Anthony Guardiano	Fredrick J. Pommer	J. Richard Untied	....	203 888-4541
Plainfield t	TM	12	(not reporting)							203 564-5925
Plainville t°	CM	17	Domenic Forcella 11/75	R. M. Hutchinson 71	Peter T. Lennon, Jr.	Robert M. Hutchinson	Joseph Fletcher	Joseph Kane	Caryl Bradt	203 747-5795
Plymouth t	TM	10	Walter K. Lassy, Jr.	....	Harold Z. Lyga	Lawrence J. Torok	Charles Freimuth	John Krinitsky	Earl D. Scoville	203 589-6330
Pomfret t	TM	3	Edward J. Peppin	....	Esther L. Covell-2	Esther L. Covell-2	Frank C. Slye	Edward J. Peppin	....	203 974-0343
Portland t	TM	9	John B. Keefe 11/75	....	Leonard L. Markham	William Pozzetti-3	Joseph Lynch	John B. Keefe	C. Joseph Seiferman	203 342-2880
Preston t	TM	4	Henry Piszczek	....	Albert P. Steffenson	Richard Camp	....	Joseph Urban	Henry Piszczek	203 887-9821
Prospect t	MC	7	(not reporting)							203 758-4461
Putnam	MC	7	Leo C. Tetreault	....	Josephine Kentile	R. Roger Brodeur	George H. Harper	Omer N. Kentile	....	203 928-5529
Putnam t	TM	9	Robert J. Miller 11/75	....	Delia A. Bernier	Delia A. Bernier	George H. Harper	Omer N. Kentile	....	203 928-2779
Redding t	TM	6	Jesse P. Sanford 11/75	....	....	Charles A. Nash, Jr.	....	Jesse P. Sanford	Leslie C. Foureau	203 938-2002
Ridgefield t	TM	18	Louis J. Fossi 11/75	....	Therese S. Leary	Gino Torcellini	Richard T. McGlynn	John F. Haight	....	203 438-7301

Rocky Hill t*	CM	11	Paul T. Daukas 11/75	Dana Whitman, Jr. 68	....	Dana Whitman, Jr.	Edward Bacon	Alfred Quintiliano	Dana Whitman, Jr.	203 563-1451
Salisbury t.	TM	4	Charlotte H. Reid 11/74	....	....	....	....	Charlotte H. Reid	....	203 264-8682
Seymour t.	TM	13	Anna Lo Presti	....	Richard R. Pearson	Paul Filipowich	....	....	....	203 888-0519
Shelton	MC	27	Francis X. Kelley 12/75	Henry Jakucewicz 73	Marion McCarthy	Stanley Klimeric	Leroy Brainard	George Regan	Malachi LeMay	203 734-0688
Simsbury t.	TM	17	Russell S. Shaw 1/76	....	John W. Case	Marian E. McCormic-3	....	Thomas J. Hankard	Russell S. Shaw	203 658-4455
Somers t†	TM	7	Leonard H. Owen	....	Irene Percoski	....	Harold Worthington,Jr	....	....	203 749-8351
South Windsor t*	CM	16	Robert J. Smith 11/75	Terry V. Sprenkel 62	Charles N. Enes	Terry V. Sprenkel	Philip Crombie	John J. Kerrigan	Emil Lucek-4	203 644-2511
Southbury t.	TM	8	Michael Kenney 11/75	....	Inez Clark	....	Robert Harrison	Michael Kenney	Elliott Smith	203 264-5643
Southington t*	CM	31	Michael Rossi	John Weichsel 66	Juanine DePaolo	Daniel Armond	Arthur Toth	G. Robert Triano	....	203 628-5553
Sprague t	TM	3	Matthew T. Delaney 11/75	....	Mary M. Stefon	Lawrence G. Drescher	Maurice St. Germain	....	....	203 822-6223
Stafford t.	TM	9	Benjamin Muzio 11/75	....	Renato Pellizari	Lois Gilbert	Harold Finch	Stanley Jacewicz	....	203 684-2532
Stafford Springs b	MC	3	Edward A. Julian 5/75	....	Francis H. Curnan	Francis H. Curnan	Norman Grenier	Stanley Jacewicz	Michael C. Julian	203 684-2532
Stamford	MC	109	F. P. Lenz, Jr.	....	Louis A. Clapes	S. John Montgomery	Joseph Vitti	Joseph W. Kinsella	John O'Brien	203 348-5841
Stonington t	TM	16	James M. Spellman 11/75	....	Joseph J. Purtill	....	....	Dudley R. Wheeler	Robert C. Perkins	203 535-0182
Stratford t*	CM	50	Donald R. Gniadek 10/75	Jos W. Venables 70	Wm. J. Readey, Jr.	C. Joseph Butera	Hans M. Lundgren	William J. Troland	....	203 375-5621
Suffield t.	TM	9	(not reporting)							203 668-7391
Thomaston t	TM	6	George W. Johnston 11/75	....	Edna Billings	Allan Innes	Robert Brown	Roland Cyr	Melvin Whalen	203 283-4141
Thompson t.	TM	8	Edward Babula 11/75	....	Merrill L. Seney	Merrill L. Seney	Adelard Hamel	Edward Babula	....	203 923-9900
Tolland t*	CM	8	John Burokas 11/75	John B. Harkins 74	Elaine G. Bugbee	John B. Harkins	Ronald Littell	Erwin Stoetzner	....	203 872-4320
Torrington	MC	32	Frederick P. Daley 12/75	....	Robert M. Phalen	Dino M. Borghesi-2	William Hoysradt	Angelo Buffa	Francis E. Sattin	203 482-8521
Trumbull t.	MC	31	James A. Butler 12/75	....	Helen E. Plumb	John B. Hahn, Jr.	Joseph Adzima	Joseph C. Kane	John K. Donnelly	203 261-3631
Vernon t§	MC	27	Frank J. McCoy 11/75	Stanley R. Roesler 74	Henry F. Butler	....	....	Herman A. Fritz	Andrew Tricarico-5	203 875-0748
Wallingford t.	MC	36	Joseph C. Carini 12/76	....	Carolyn R. Massoni	John C. Purcell-2	Ralph Habersang	Joseph J. Bevan, Jr.	Steven Deak	203 265-0911
Washington t	TM	3	Roderick M. Wyant 11/75	....	Doris K. Welles	Bernhard Hoffmann	Edward E. Meeker	Roderick M. Wyant	....	203 868-2786
Waterbury	MC	108	Victor A. Mambruno	....	Frank L. Place	Arnold E. Furlong-1	Ignazio DelBuonno	Frederick Sullivan	William Spallone	203 756-9494
Waterford t.	RT	17	....	....	Francis J. Pavetti	Leroy Decker	Douglas Peabody	James Perkins	Michael Garvie-4,5	203 442-0331
Watertown t*	CM	19	Wm. J. Butterly, Jr. 11/75	Paul F. Smith 69	Mary B. Canty	Paul F. Smith	Avery W. Lamphier	Joseph Ciriello	William B. Owen-5	203 274-5411
West Hartford t*	CM	68	Catherine C. Reynolds 12/75	Richard H. Custer 62	Everett D. Dow	Richard A. Russo	Arthur J. Yacavone	Francis G. Reynolds	James F. Kissane, Jr.	203 236-3231
West Haven	MC	53	Robert A. Johnson 12/75	....	Albert Forte	James R. McMahon,III	Joseph Howell	Joseph Harvey	Louis Piazza	203 934-3421
Westbrook t	TM	4	William G. Wininger 11/76	....	Ethel M. Erickson	Ivan E. Parkin	George B. Rehberg	William G. Wininger	John P. Riggio	203 399-6236
Weston t.	TM	7	Barbara J. Wagner 11/75	....	Gertrude Q. Walker	E. J. Gannon	Frederick J. Moore	Barbara J. Wagner	....	203 226-3341
Westport t.	RT	27	Jacqueline P. Heneage 11/75	....	Joan M. Hyde	Donald J. Miklus	Harry A. Audley	William A. Stefan	Vincent J. Rotondo	203 227-4551
Wethersfield t*	CM	27	E. F. Hennessey, III 11/75	Ralph A. DeSantis 72	W. Dudley Birmingham	Lawrence J. Guilmet	Clinton Hughes	Thomas J. Sullivan	Ralph A. DeSantis	203 529-8611
Willimantic	MC	14	David J. Calchera	....	Roger L. Abare	Roger L. Abare	Patrick Cormier	John Hussey	Stanton Burdick	203 423-5124
Willington t.	TM	4	Alphonse DeCicco 11/75	....	Eleanor DuPilka	George Bazala	....	Alphonse DeCicco	....	203 429-9965
Wilton t.	TM	14	Phylipp Dilloway 12/75	....	Mary Duffy	E. Howard Roorbach	Donald Byington	Robert Northcott	Norman Coutant	203 762-5578
Winchester t*	CM	11	Kingsley H. Beecher 11/75	Dennis Moore 73	Russell A. Didsbury	Dennis Moore	Porter C. Griffin	Irving S. Milano	Frank Zeffiro-4,5	203 379-4646
Windham t	TM	20	Eugene G. Lariviere	....	R. James Sypher	....	....	....	....	203 423-1658
Windsor t*	CM	23	John R. Welch 11/75	Albert G. Ilg 66	George J. Tudan	Albert Young	....	Julian P. Darman	James A. Lee	203 688-3675
Windsor Locks t	TM	15	Edward A. Savino 11/75	....	Erma M. Olivi	Erma M. Olivi	William G. Rielly	James H. Whitten	....	203 623-4056
Winsted	MC	9	Kingsley H. Beecher 11/75	Dennis F. Moore	Russell Didsbury	Dennis Moore	Porter Griffin	Irving Milano	Frank Zeffiro-4	203 379-4646
Wolcott t.	MC	12	Joseph Lango, Jr. 12/75	....	Minnie Bergen	Harry Harrington	William McKinley	George Ranslow	Jesmond Nigro	203 879-1441
Woodbridge t	TM	8	Theodore R. Clark 75	....	Jean M. Hanna	Harry I. Wilson	John J. Hennessy	Richard Ciarleglio	Wm. C. Sperry, Jr.-5	203 387-2912
Woodbury t.	TM	6	Marin J. Shealy 11/75	....	Olive B. Sabot	Harmon S. Boyd	Harold M. Fuller, Jr.	Marin J. Shealy	P. Edward Lizauskas	203 263-2141
Woodstock t	TM	4	(not reporting)							203 928-6595
DELAWARE (12)										
Bethany Beach t§	CM	..	Sidney A. Bennett 8/75	Lawrence I. Turner 73	Theresa L. Scott	Rupert Smith	Donald Wilgus	Herbert C. Carey	....	302 539-6118
Dover*	CM	25	Crawford J. Carroll 2/76	William T. James 72	William H. Willis	Mike Karia	Kline G. Kemp, Jr.	William L. Spence	Jack R. Woods-5	302 674-1000
Elsmere t*	CM	8	Ellen C. Fucella 4/75	David Lebert 73	Elizabeth J. Joyce	Francis E. Brown	....	Albert W. Berry	James E. Abbott	302 998-2215
Lewes t.	CM	3	Alfred A. Stango 5/76	Ronald Donovan 69	Elaine Bisbee	....	John D'Addurno	Louis L. Fisher	Joseph A. Richards	302 645-9185
Middletown t.	MC	3	(not reporting)							302 378-2711
Milford*	CM	5	Herman S. McNatt 4/76	G. G. Russell, Jr. 66	G. G. Russell, Jr.	....	Marvin Hitch	Richard Carmean	....	302 422-6616
New Castle	MC	5	John F. Klingmeyer 4/75	....	Ann R. Hushebeck	Daniel Susi	Francis Suppe	Eugene Petty	....	302 328-4804
Newark*	CM	21	Wm. M. Redd, Jr.	Peter S. Marshall 73	Betty Jane Stiltz	A. K. Martin	Kenneth Farrell	William Brierley	....	302 368-2581
Rehoboth Beach*	CM	2	(not reporting)							302 227-2287
Seaford	CM	6	William A. Slatcher 3/76	Woodrow Crosby 74	Charles E. Thackery	....	Bryan C. Bennett	Norman Griffith	John D. Holt	302 629-9173
Smyrna t*	CM	4	George E. Bryson 2/75	Harry M. Odren 71	Reynolds Bradley	....	....	William C. Woehike	James C. Warren	302 653-9231
Wilmington	MC	80	Thomas C. Maloney 12/76	John V. Flynn, Jr.	Leo T. Marshall	William E. Zimmerman	James P. Blackburn	John T. McCool, Jr.	William G. Turner-4,5	302 658-6641
DISTRICT OF COLUMBIA (1)										
Washington§	MC	757	(not reporting)							202 628-6000
FLORIDA (192)										
Alachua*	CM	2	James Lewis 4/75	Glenn O. DuBois 74	Glenn O. DuBois	Glenn O. DuBois	Marlowe Smith	J. M. Crevasse, Jr.	Lewis F. Newman	904 462-1231
Altamonte Springs	MC	4	N. C. Floyd, Sr. 12/75	....	Phyllis Jordahl	....	T. S. Siegfried	Justis East	....	305 831-5700
Apalachicola	MC	3	Jimmie J. Nichols 9/75	....	Dorothy Rolstad	Dorothy Rolstad	Neuman Marshall	....	Joe Zingarelli	904 653-3181

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
FLORIDA (192) continued										
Apopka	CO	4	John H. Land 12/76	....	James R. Griffin	....	Leroy F. Gilliam	Thomas A. Collins,Jr.	....	305 889-2594
Arcadia*	CM	6	E. Coleman Brewer 9/75	A. W. Dyal 70	Margaret Way-2	Margaret Way	Leland Gammage	Joseph Minoughan	William Tyson-5	813 494-3678
Atlantic Beach*	CM	3	William S. Howell 11/75	Robt. C. Vogel 68	June Knight	Emma M. Stephens	Carl Stucki	Carl Stucki	Richard H. Hilliard	904 249-2303
Auburndale*	CM	5	Donald G. Smith	Bruce Canova 56	Sandra Jackson	....	James A. Hancock, Jr.	Allen J. Hobbs	....	813 967-1141
Avon Park	MC	7	Robert J. Barben 1/75	Malcolm K. Crews	M. K. Crews-1,2	M. K. Crews-1,2	H. M. Flowers	Grady Campbell	John Ziegler	813 453-3558
Bal Harbour v*	CM	2	Hale Printup 4/75	Fred W. Maley 69	Mary T. Wetterer	Fred W. Maley	....	Norman Staubesand	Robert C. Zill	305 866-4633
Bartow*	CM	13	George H. Gause 1/75	C. T. Clark 71	W. P. Seymour, Jr.-1	Nancy L. Holloway	Robert O. Polk	H. M. Pittman	J. M. Long-5	813 533-0911
Bay Harbor Islands t*	CM	5	Stanley G. Tate	Anthony Nales 74	Viola K. Hodge	A. W. Stubbs	....	Eugene W. Griffiths	Thomas McLay	305 866-6241
Bay Lake*	CM	..	Patrick Irvine 12/78	Stanley M. Fletcher 72	Betty Lloyd	Robert L. Meyer	....	....	....	305 828-2034
Belle Glade*	CM	16	Aubrey Farmer 9/74	Wm. H. Mallery, Jr. 68	Vera C. Jones-2	Frank C. Anderson	Floyd J. Smith	Charles Goodlett	....	305 996-9025
Belle Isle	MC	3	W. C. Hand 12/74	....	Ann Byland	Ann Byland	....	....	....	305 851-7730
Belleair t	CO	3	Edward A. Parker 12/74	Francis S. Donnell	Lorain Blankenship	Francis S. Donnell	Grover C. Farmer	Grover C. Farmer	Bill Sliger	813 584-7134
Biscayne Park v.	CO	3	Edward J. Burke	....	Gwen Monteith	Robert M. Riddle	....	Carl E. Barker	Rollin E. Johnson	305 893-7490
Boca Raton*	CM	29	Richard O. Huopana 3/75	William H. Law, Jr. 73	Alexa M. Purdy	Thomas J. Mullen	Daniel Andrews	Chas. McCutcheon	Gerald B. Church	305 395-1110
Boynton Beach*†	CM	18	Robert B. Effron	Frank Cole 73	Theresa Padgett	Larry Artz	C. Eugene Wright	Noah Huddleston	....	305 732-8111
Bradenton	MC	21	A. K. Leach 1/76	....	Richard B. Shore, III	....	Glenn Lively	Clyde Gill	R. B. Culler-4	813 747-8661
Brooksville	CO	4	Edwin H. Ragan 1/75	....	Margaret C. Willard	Margaret C. Willard	Jesse Martin	Ronald E. Novy	George A. Fincannon	904 796-4954
Callaway	CO	3	E. R. Pierce 6/76	....	Frederick Hyatt-3	Joseph Pope	Henry Ray, Jr.	Tommy Simms	James Haddock-5	904 769-4837
Cape Canaveral*	CM	4	Franklyn P. Maclay 6/76	Albert J. Francis 68	Anita J. Ostrom	Anita J. Ostrom	Ernest Hoelperl	Willard Winnett	....	305 783-1100
Cape Coral*	CM	18	S. Herman Horton	Lee R. Evett 73	Helen Peck	Elfriede Schoelzel	Milford Herrick	James R. White	Joseph Centrone	813 542-1444
Casselberry§	MC	9	Bill B. Grier	Harry G. Hug 74	Mary W. Hawthorne	Mary W. Hawthorne	Roger T. Rasooli	George C. Karcher	....	305 831-3551
Chattahoochee	MC	8	J. Broox Jones 10/76	....	J. Paul McLarty	J. Paul McLarty	Buddy Pfaender	Henry York	Clyde Hopkins	904 663-4384
Chipley	MC	3	(not reporting)							904 638-1706
Clearwater*	CM	52	H. Everett Hougen 2/75	Picot B. Floyd 73	R. G. Whitehead	A. Clark Lowrey	John C. Pitts	Frank Daniels	Max G. Battle-4	813 442-6131
Clermont*	CM	4	Claude E. Smoak, Jr. 12/74	Robert M. Hopkins 71	Dolores W. Carroll	John W. Fleming	Robert E. Smythe	Prentice Tyndal	Robert E. Smythe-5	904 394-4081
Clewiston	CO	4	J. W. Beardsley 9/75	C. F. Blair	T. H. Jones, Jr.	T. H. Jones, Jr.	Ernest Miller	Ronald E. Lee	....	813 983-9191
Cocoa*	CM	16	James B. Henry 12/76	E. Brockenbrough 73	Kathryn Caldwell	Walter Hixenbaugh	David Salisbury	Art Corlew	Gene Eary-4	305 636-7121
Cocoa Beach*	CM	10	John Lee Caron 3/75	Williams D. Willims 74	Kathleen D. Wright	Kathleen D. Wright	Robert Lee	Bruce Parsons	Marvin Kelly	305 783-4911
Cooper City	CO	3	Russell M. Setti 2/75	....	Jeanette Horton	Robert H. Bamford	....	John W. Greeney, Jr.	....	305 587-4611
Coral Gables*	CM	42	Robert B. Knight 4/75	L. W. Robinson, Jr. 59	L. V. Sheehy	K. H. Allyn	Ralph R. Boartfield	W. G. Kimbrough	W. W. Fagan-4	305 446-0881
Coral Springs*	CM	9	O. B. Geiger 1/78	Phillip R. Kelley 74	Catherine McGarity	Robert Gibson	Richard Abrams	Richard F. Vedilago	Haven Schrecengost	305 752-3410
Crestview	MC	8	George Whitehurst 11/75	....	Dayton Wilkinson	Dayton Wilkinson	Dalton Brannon	D. F. White	Brady Ward	904 682-6131
Dade City*	CM	4	Francis J. Faso	Ben Bolan 73	L. C. Smith	L. C. Smith	J. H. Moore	N. R. Nixon	Harold Loken	904 567-5148
Dania*	CM	9	Ted L. Kay	W. Hampton 70	Wanda Mullikin	Charles E. McNally	John Lassiter	Fred C. Willis	Gus Brice	305 922-6767
Davie t	MC	3	Delbert H. Doster 4/75	Tom N. Jenkins	Donna Rumfelt-3	Dorothea Haney	Michael Donati	Dale Peterson	John Fisher	305 584-1804
Daytona Beach*	CM	45	....	Russell C. Smith 71	David P. Edwards	David P. Edwards	Frank DeBarr	Robert H. Palmer	Russell Hooper	904 252-6461
De Funiak Springs t	MC	5	Harold Goodwin 7/75	....	Syble Neel	....	F. B. White	A. W. Brown	....	904 892-2631
De Land*	CM	12	Donald Page 5/77	Isaac D. Brandt, III 74	Viola Ballentine	Janet W. Brock	Thomas Orr	Paul W. Pounds	John Giusti	904 736-3900
Deerfield Beach*	CM	17	George C. Schott 2/75	David M. Gatchel 72	....	Joseph M. Safford	M. Dean Snider	William Neal	John Vogel	305 399-3331
Delray Beach*	CM	19	James H. Scheifley 12/75	J. Eldon Mariott 70	Elizabeth Arnau	T. E. Weber	C. D. Cook	....	C. N. Harvel	305 278-2841
Dunedin*	CM	18	Elbert L. Linville 3/76	Wallace A. Payne 73	William E. Jeremiah	Richard Reisch	Neil Harrison	Edward M. Smith	Jason Haynes-4	813 733-4151
Edgewater	MC	3	David C. Severance 11/75	....	Sue Blackwell	Sue Blackwell	Paul Walls	George R. Katez	....	904 428-6466
Eustis*	CM	7	John D. Lane 1/75	E. W. Hoppe 71	Dennis J. Helms	Dennis J. Helms	R. A. Shirk	J. S. Burrow	Sidney Everatt	904 357-6991
Fernandina Beach*	CM	7	Franz Mitchell 8/75	Grady W. Courtney 73	Barbara A. Thornton	J. Clayton Sanders	James A. Graves	James R. Parker	E. W. Thomas	904 261-3684
Florida City	MC	5	John Duggan	....	Pearl Cooper	John Duggan	....	William Fasulo	Hubert Orr	305 247-8221
Fort Lauderdale*	CM	140	Virginia S. Young 3/75	Robert H. Bubier 63	Marguerite Docen	D. R. Price	William T. Flowers	L. F. Callahan	William H. Townsend-5	305 527-2011
Fort Meade*	CM	4	Julian C. Dorrance 1/75	Everett B. Howe 71	Everett B. Howe	Everett B. Howe	John A. Baker	Andrew Kovschak	Lannie Cruce-5	813 285-8191
Fort Myers†	MC	27	Oscar M. Corbin, Jr.	Maynard Matz	Maynard W. Matz-1,2	Maynard Matz-1,2	Roderick Anderson	Burl Underhill	James E. Gardner-4,5	813 334-1281
Fort Pierce*	CM	30	C. V. Padrick, Jr. 12/74	Milton H. Davis 70	Robert C. James	Frank Blackwell	R. M. Register	V. M. Christianson	Conrad Parker-5	305 464-5600
Fort Walton Beach*	CM	20	Maurice McLaughlin 7/75	Winston G. Walker 58	Chas. H. Evans-2	Chas. H. Evans-2	Billy Lee	Tommy Ray	Howard Holmes	904 243-3141
Frostproof†	MC	3	R. B. Franz	....	Lillian J. Amerson	....	William E. Watson	William King	Dan H. Ruhl, Jr.	813 635-2151
Gainesville*	CM	65	Neil A. Butler 5/75	B. Harold Farmer 68	D. E. Hope	Charles H. Oakley	Johnny Dampier	Nolen W. Freeman	George A. Hardin	904 378-5381
Graceville	CO	3	H. L. French, Jr.	....	Kathleen B. Turner	....	....	H. B. Sims	....	904 263-3250
Green Cove Springs*	CM	4	Arthur F. Rivers, II 5/75	Richard C. Fellows 70	R. C. Fellows	Harriet Stafford	Reid Wager	J. Farnest Moody	....	904 284-5621
Gulf Breeze	MC	4	B. B. Jordan 12/74	Dennis R. Tinberg 74	T. P. Schlichting	T. P. Schlichting	Edw. L. Bonifay, Jr.	Gerald E. Rich	Floyd R. Smith	904 932-3544
Gulfport*	CM	10	Jay P. Clymer 3/75	Harry G. Perkins 74	Bernice R. Perry	Bettie T. Raia	L. T. McCarthy	Herman W. Golliner	L. T. McCarthy-5	813 342-8011
Haines City*	CM	9	Robert Washington 9/75	Jos McD. Mitchell 74	India Walker	Sybil Burch	Wayne Walling	Kenneth Thompson	Lionel Carroll	813 422-4986
Hallandale*	CM	24	Milton L. Weinkle 6/75	Robert D. Johnston 74	Faye Stetser	James Whitley	F. C. Bisson	James Longo	....	305 927-2085
Hialeah	MC	102	Dale G. Bennett 11/75	....	James H. Goodlet	James H. Goodlet-2	William E. Lynch	Alden R. Berry	....	305 885-1531

High Springs*	CM	3	Fletcher Collins, Jr. 10/74	L. T. Cloutier	Virginia C. Bernal	. . . .	Cecil Thompson	Tom Wolfe	Roy P. Phelps-5	904 462-1231
Highland Beach t§	CM	2	Morton E. Gilday 5/77	Elaine W. Roberts 71	Mary J. Ciomei	. . . .	. . . .	Kenneth T. Jones	. . . .	305 278-4548
Holly Hill	CM	8	Louis D. Jannetty 1/76	Gerald E. Joseph 74	Gerald E. Joseph	L. Virginia Wine	Burl Kerens	. . . .	Kenneth Schadow-5	904 252-7631
Hollywood*	CM	107	David R. Keating 11/75	F. T. Kain 71	B. R. Derington	Paul E. Wimberly	John Coyne	Samuel D. Martin	. . . .	305 921-3201
Holmes Beach	MC	3	(not reporting)							813 778-2221
Homestead*	CM	14	Fred Rhodes, Jr. 12/75	Kenneth Hammons 73	Edna Pinder	Cecelia Harper	William McConnell	Emmett Snider	Stanley Pacetti	305 247-1801
Indialantic t	CM	3	Timothy D. Deratany 12/75	James D. Tanner 69	James D. Tanner-3	James D. Tanner	Harold V. Eskew	. . . .	James W. Devine-4,5	305 723-2242
Indian Harbor Beach	CO	5	Allen Pappas 11/75	Richard Edgeton	Edythe Dunlap	Lise Schroeder	Edw. J. Kapushy	Woodrow W. Hunter	Richard Edgeton	305 773-3181
Indian Rocks Beach*	CM	3	Sanders N. Smith 1/76	Ellwood L. Koch 74	Anna Burkey-3	Ellwood L. Koch	. . . .	Cornelius Schnitzer	Euwell Parrish-5	813 595-2517
Jacksonville	MC	529	Hans G. Tanzler, Jr. 6/75	L. A. Hester	Rexford C. Drane	Royce Lyles	Russell Yarbrough	Dale Carson	C. C. Holbrook	904 633-3131
Jacksonville Beach*	CM	12	Guy R. Craig 10/77	. . . .	F. L. Cordray, Jr.	F. L. Cordray, Jr.	Phillip W. Klein	Paul Brown	Paul D. Silvis	904 249-2381
Jasper	CM	2	H. G. Turner	C. E. Courtoy	Johnnie F. Soule	C. E. Courtoy	Laverne Grantham	Payton Bembry, Sr.	Harry Davis	904 792-1212
Jupiter t	CO	3	W. Carlin White 4/76	. . . .	Jean H. Beck	. . . .	. . . .	Glynn E. Mayo	. . . .	305 746-3787
Jupiter Island t*	CM		Gordon Lamont 3/75	R. F. Vande Weghe 72	Helen L. Calvert	. . . .	Jack G. Curry	Jack G. Curry	. . . .	305 546-5011
Kenneth City t	MC	4	Clinton R. White 3/76	. . . .	Rita T. O'Brien	Rita T. O'Brien	Don Macomber	R. L. Webster	Arthur D. McCaughey	813 544-6655
Key West*	CM	28	Charles McCoy	Ronald J. Stack 74	Jack F. Mathews	Lucy A. Hicks	Joseph A. Farto	Winston L. James	Fred Aichinger	305 294-3721
Kissimmee*	CM	7	J. C. Clemons 5/76	Earl H. Parmer, Jr. 73	Earl H. Parmer, Jr.	Richard Megica	Arlo Lawrence	Don Adams	Howell Jones	305 847-2821
Lake Alfred*	CM	3	Charlie N. Long, Jr. 10/75	Ivan L. Carter 74	Ellen Newbern	Phyllis M. Gregg	Donald W. Ellis	Thomas Rademacher	James A. Henson	813 956-1179
Lake City†	MC	11	James R. Tison 4/77	. . . .	James R. Minchin	James R. Minchin	W. V. Wynn	Leslie Mullins	. . . .	904 752-2031
Lake Park t*	CM	7	Dules Dorn 3/75	Charles V. Gramlich 74	John M. Mullin-2	John M. Mullin-2	Lawrence Joyce	Michael E. Manning	Joseph A. Caporale	J05 848-3456
Lake Wales*	CM	8	Max Linton 6/75	Robt. C. Cheatham 69	Mrs. L. Glisson-1,2	. . . .	J. T. Tucker	Robert (Bob) Kenney	. . . .	813 676-2533
Lake Worth*	CM	24	Arthur B. Fowler 3/75	Carl L. Kopp 68	Eleanor St. Louis	Michael T. McPhail	Charles Slattery	Donald E. Majewski	Mertze J. Koski-5	305 585-2571
Lakeland*	CM	42	George W. Trask 12/74	Robert V. Youkey 60	L. R. Shuman-2	L. R. Shuman	C. M. Deal	H. Wm. Straley, Jr.	William P. Warner	813 682-1141
Lantana t	MC	7	C. W. Potter 3/76	. . . .	Lois M. Doe-3	. . . .	Joe Maxcy	Paul Daigneault	Russell E. Butler	305 582-9095
Largo*	CM	42	Warren Andrews 6/75	Donald D. Herriman 73	Henry A. Sherwood	Bert R. Gustafson	R. H. Lighthiser	Roscoe Swilley	H. L. Jack Shriver	813 584-8671
Lauderdale-by-the-Sea t	MC	3	G. H. Colnot 2/76	. . . .	Juanita J. Pendlebury	. . . .	Leonard Spitler	Walter R. Robinson	G. H. Colnot, Jr.	305 776-0577
Lauderdale Lakes	MC	11	Richard E. Singer 4/76	. . . .	Audrey Tolle	. . . .	Terrance Stewart	Albert Kline	Roger Everly	305 731-1212
Lauderhill	MC	8	Eugene Cipolloni 11/78	. . . .	Muriel Trombley	Susan Hatcher	James McKnight	Walter Ramsdell	R. James Dours	305 584-9521
Leesburg*	CM	12	Joe H. Sellers 12/74	Calvin E. Glidewell 72	M. Lavern Bechtel	M. Lavern Bechtel	Robert Taylor	Ralph Perry	Jack K. Willard	904 787-4313
Lighthouse Point	MC	9	Frank J. McDonough	Dixon Ahl 56	Joan E. Miller	Dixon Ahl	Devonde H. Dyer	Lester W. Quick	Wayne Stambaugh	305 943-6500
Live Oak	MC	7	S. T. McDowell 7/78	. . . .	Harvey W. Perry	. . . .	Howard Wright	Elwood Howard	Williard Hewitt	904 362-2276
Longboat Key*	CM	3	William J. Kenney	G. Wayne Allgire 72	William Haeger, II	William Connell	Robert Cannon	Wayne McCammon	Albert T. Cox, Jr.	813 383-3721
Longwood	MC	3	Eugene D. Jaques 12/74	. . . .	Mrs. Onnie R. Shomate	. . . .	Roy LaBossiere	Thomas R. Hennigan	Ralph J. Fisher	305 831-0555
Lynn Haven*	CM	4	James Hoyt Petty 2/76	William V. Kinsaul 55	. . . .	. . . .	John W. Warren, Jr.	Charles Frazier	Bobby F. Dutton	904 265-2121
Macclenny t	CO	3	R. M. Porterfield 1/76	J. G. Dopson	J. G. Dopson	J. G. Dopson	E. L. Yarborough	G. R. Rhoden	Farley Burnsed, Jr.	904 259-2761
Madeira Beach*	CM	4	Raymond W. Hanke, Jr. 4/76	Ralph W. Rawson 73	K. M. Borgemenke	George B. Belting-2	Charles W. Beard	Charles J. Gallagher	Michael F. Adiconis-5	813 391-9951
Madison*	CM	4	Kirby J. Reichmann 7/76	Herman Cherry 73	Norma J. Hendry	Norma Hendry	Raymond Pinkard	Ola Sircy, Jr.	Herman Cherry	904 973-4181
Maitland*	CM	7	Homer H. Hough 2/76	Edward A. Ewing 73	Phyllis Holvey	John H. Kelly	Ezra Hardy	Ralph Jones	William C. Pinch	305 644-8895
Margate	MC	9	Robert W. Baughman 3/75	. . . .	Shirley J. Baughman	Judith B. Hockaday	Robert Lindley	Charles M. Clark	James Hinds-5	305 972-6454
Marianna*	CM	7	J. D. Swearingen 12/74	Louie W. Seay, Jr. 74	Frances Ratzlaff-3	Frances Ratzlaff	John W. Burch	Wiley G. Pittman	. . . .	904 482-4353
Mary Esther t	MC	3	(not reporting)							904 243-3566
Melbourne*	CM	40	Richard V. Donahue 11/76	Ernest E. Watkins 69	Ann Miller	Robert F. Sprinkle	James C. Mooney, Jr.	Robert Cotron	William Harper	305 727-2900
Miami*	CM	335	Maurice A. Ferre 11/75	P. W. Andrews 73	H. D. Southern	Wendall R. Bailey	Don A. Hickman	Bernard L. Garmire	Vincent E. Grimm, Jr.	305 377-5911
Miami Beach*	CM	87	Chuck Hall 11/75	Frank R. Spence 73	Elaine Matthews	John L. Williams	Albert W. Bishop	Rocky Pomerance	John Bergacker	305 673-7373
Miami Shores v*	CM	9	James W. Condit 4/75	John W. McIntyre 68	M. A. Vigneron	James A. Glaid	John Fletcher	John Fletcher	Henry Boliek	305 754-7541
Miami Springs*	CM	13	R. B. Fordyce 4/75	J. C. Leyendecker 74	Marge Sanders	. . . .	G. A. Krouskroup	Earl Steffen	Joe Libertucci	305 885-4581
Milton	CM	5	Hiram J. Cook 9/74	R. L. Harber	Alfred E. Reed, Jr.-2	Alfred E. Reed-2	James D. Cumbie	Charles E. Manning	Russell L. Harber	904 623-3661
Miramar	MC	24	Richard Calhoun 3/75	. . . .	Joseph J. Tagg-2	Joseph J. Tagg-2	George Van Etveldt	Samuel A. Ramputi	John Depp	305 989-6200
Mount Dora t	MC	5	Tom R. Champion	W. C. Fowler	W. C. Fowler	W. C. Fowler	Carroll Griggs	J. T. Huett	R. O. Grantham	904 383-2141
Mulberry*	CM	3	Cark N. Ellis 5/76	Robert O. Wheeler 66	Earline B. Sampley	. . . .	. . . .	. . . .	. . . .	813 425-1125
Naples*	CM	12	Harry E. O. Heineman 2/76	Harold E. Williams 70	Janet L. Davis	Ned S. Wilson	G. P. Riner	John R. Woodruff	William F. Savidge	813 642-2181
New Port Richey*	CM	6	E. Miller Smith 1/76	Jack W. Theurer 72	June E. Sachse	David V. Aston	E. David Melden	John M. Short	Nelson C. Vogel-5	813 849-2261
New Smyrna Beach*	CM	11	Lowell A. Hanks 4/76	R. W. Buck 72	E. Irene Beckham	. . . .	Ed Froman	W. R. Ferreira	C. A. Schuerer	904 428-6466
Niceville*	CM	4	Randall Wise	Lannie L. Corbin 72	Lannie L. Corbin	Brentwood Bryan	Aubra T. Williamson	Calvin D. Agerton	Robert W. Windham	904 678-4523
North Bay Village*	CM	5	Paul School 2/75	Ralph L. Smith 64	Frieda First	Ralph L. Smith	. . . .	John Ripa	Everett L. Johnson-5	305 759-4466
North Miami*	CM	35	John M. Stembridge 5/75	Lawrence C. Casey 71	. . . .	John J. Scharf	. . . .	James P. Devaney	John Tertadian	305 893-6511
North Miami Beach*	CM	31	James E. Reardon 4/75	Oliver S. Merriam 74	Virginia H. Moore	D. S. Doyle	Stanley Wolf	Robert Stahl	Ralph T. Volpe, Jr.-5	305 947-7581
North Palm Beach v*	CM	9	Walter Colbath, Jr. 3/75	Lawrence Robbins 67	Dolores R. Walker	Mary Lou Brewer	Dick Wille	Dick Wille	Charles R. Omeilia	305 848-3474
Oakland Park*	CM	16	H. Layton Mainguy 2/77	John Stunson 74	Darleen Mitchell	John R. Burke	Ed Bailey	Stanley B. Kubala	Ray A. Shuart	305 565-2751
Ocala*	CM	23	James E. Kirk, Jr.	W. Carleton Bliss 73	Frances E. Thigpin	Dennis J. Robson	A. L. Bedenbaugh	K. C. Alvarez	N. H. Goodwin-5	904 629-8401
Ocoee†	MC	4	Hubert Fox	John L. Vignetti	Joyce Compton	George Wood	James Vandergrift	Leroy Turner	. . . .	305 656-2322
Okeechobee†	MC	4	Audley Dunham 1/75	. . . .	Lorena Spiyey	Ernest Hunt	Olem Godwin	Dewitt Staats	L. E. Fortner	813 763-3810
Opa-Locka*	CM	12	Kenton Wells	W. S. Griffiths 72	Hester E. Dozer	W. S. Griffiths	. . . .	Stanley Eshuk	W. S. Griffiths	305 688-4611
Orange Park t	MC	8	James L. Lytle 2/76	George E. Custer	Michael J. King	. . . .	Bailey M. Theus, III	J. Haywood Tillman	Carl C. Cooper	904 264-9565
Orlando	MC	99	Carl T. Langford 10/76	. . . .	W. G. Stewart	J. Wesley Fly-2	Charles Parker	James Goode	Paul T. Matthes	305 849-2121
Ormond Beach*	CM	14	Ernest J. Cassen	G. F. Althouse 63	G. F. Althouse-2,3	G. F. Althouse-1	Edward A. Marosites	Edward A. Marosites	David Day-5	904 677-0311
Pahokee t	MC	6	Duncan Padgett 5/76	. . . .	Betty J. McCoy-2	. . . .	Marvin Levins	Carmen Salvatore, III	Marvin Cowart-5	305 924-5508

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
FLORIDA (192) continued										
Palatka*	CM	9	Eugene L. Walker 1/76	Robert H. Fisk 70	Robert H. Fisk	Robert H. Fisk	Roy G. Dougherty	Zack C. Hunscuckle	Herbert E. Bray, Jr.	904 325-4591
Palm Bay*	CM	7	D. B. Cameron, Jr.	Thomas J. Jenkins 74	Eileen Hinkel	Eileen Hinkel	Harold Guiles	Franklin T. Degroodt	Harold W. Butler	305 727-7100
Palm Beach t*	CM	9	Earl E. T. Smith 2/75	George R. Frost 69	Hugh C. Bruce-3	....	Arthur J. Kitts	Fred A. Mead	David A. Larrabee-5	305 655-5341
Palm Beach Gardens*†	CM	6	John Kiedis	....	Alice Jean Kerslake	....	....	Herbert Pecht	Leonard Devine	305 622-1200
Palm Springs v*	CM	4	James D. Hodges 3/75	John Manuel, III 73	Celeste Bollinger	Lyla P. Riley	Lee Carroll	Charles Bowers	....	305 965-4010
Palmetto	MC	7	(not reporting)							813 722-4567
Panama City*	CM	32	M. B. Miller 3/75	Frank W. Mize 74	Michael Bush	Doyle R. Eubanks-2	Grady P. Jackson	T. J. McAuley	C. E. Peterson-4	904 763-6641
Parker	MC	4	Earl Gilbert	....	Joyce Robertson-2	....	Roy L. Roberts	Joe B. Walker	....	904 785-7272
Pembroke Park t	MC	3	Phil Bryan 74	....	Alyce E. Hunt	....	Eugene Raymond	Thomas J. Courtney	Charles Feighan	305 966-4600
Pembroke Pines*	CM	16	Charles W. Flanagan 4/76	Cliff Ryan 73	Margaret H. Bosarge	Richard E. Clare	John Galloway	Orlando Nastri	Burton L. Woodruff	305 989-4600
Pensacola*	CM	60	Barney B. Burks 6/75	Frank A. Faison 71	John W. Thornton, Jr.	Kenneth K. Conrey	Lloyd L. Fleming, Jr.	James C. Davis	....	904 432-1211
Perry	MC	8	T. C. Williams, Jr. 8/75	Clarence J. Giddens 75	Clarence J. Giddens-2	Clarence Giddens	H. M. Snyder	John P. Young	V. L. Folsom	904 584-2721
Pinellas Park*	CM	22	Jos. M. Wornicki, Jr. 3/76	Douglas J. Holland 72	Marjorie Robertson	Ronald P. Forbes	Aaron C. Harrison	E. J. Van Horn	Bernard Hogan	813 544-8831
Plant City*	CM	15	Otis M. Andrews 12/74	David J. Bretzke 73	Mrs. N. M. Draughon-3	Mrs. N. M. Draughon	George Contner	Richard Driggers	Salvador D. Nabong	813 752-3125
Plantation	MC	24	Jack L. Carter 2/75	Stuart Campbell	Beatrice G. Browning	Beatrice Browning	James G. Flynn	Lawrence W. Sullivan	Fred Leibacher	305 792-1200
Pompano Beach*	CM	38	J. K. Williams 2/75	John C. Cartwright 71	June Owen	Kenneth J. Burroughs	Gene Hedges	O. J. Franza	Peter Loganzo	305 942-1100
Port Orange	CM	4	Frank Zsoldos, Jr. 12/75	Roy T. Pyne 74	George C. Stuart	Roy T. Pyne	Alan R. Crouch	Edward J. McQuaid	....	904 767-1644
Port St. Joe	MC	4	Frank Pate, Jr. 4/75	....	C. W. Brock-1,2	C. W. Brock-1,2	Bascom Hamm	H. W. Griffin	....	904 227-4111
Punta Gorda*	CM	4	Phillip L. Laishley 2/75	Robert E. Hollander 70	Nola F. White	Barry B. Weeks	George Hill	Donald R. Bennett	Donald F. Roll	813 639-2125
Quincy*	CM	8	Albert F. Kohnke 4/75	William F. Johnson 71	Sylvester Woodward	Sylvester Woodward	Rod Vause	R. D. Edwards	Thad White	904 627-7681
Riviera Beach*	CM	21	Lucius G. Hill 4/75	Richard G. Orman 73	John F. Vazquez	Donald T. Diller	Frank N. Sulkowski	William Boone Darden	Anthony Occhiuzzo	305 848-7272
Rockledge*	CM	11	R. W. Grady	John A. Hipp 63	Dorathea Hamilton-2	....	R. D. Nix, Jr.	Robert F. Coles	L. R. Hewitt	305 636-5711
Safety Harbor*	CM	3	Claude Rigsby 2/75	Stanley H. Garey 74	Virginia J. Anstett	Virginia J. Anstett	Wayne L. Stuart	John Malamatos	James H. Dillon	813 726-0780
St. Augustine*	CM	12	Arthur H. Runk 5/75	P. E. Kinsey 72	....	Ken Anderson	T. H. Nelson	Virgil Stuart	B. L. Jones	904 829-5691
St. Cloud*	CM	5	Glenn Padgett 4/76	Allen L. Rushlow 73	A. L. Rushlow	M. Anderson	Kermit Wheeler	W. Dannzler	Hugh Wright-4	305 892-2161
St. Petersburg*	CM	216	Randolph Wedding 4/75	Raymond Harbaugh 70	Anne Stockwell	....	Zelmar Greenway	Charles R. Gain	Gene E. Jordan	813 893-7171
St. Petersburg Beach*	CM	8	George N. Manthos 3/76	E. C. Brandon, Jr. 71	Mrs. D. C. Salsinger	Wm. T. McClelland	Gil Thivener	Gil Thivener	Frederick J. Lennon-5	813 363-5511
Sanford*	CM	17	Lee P. Moore 1/77	Warren E. Knowles 54	Henry N. Tamm-2	Henry N. Tamm-2	G. M. Harriett, Sr.	Ben E. Butler	A. Robert Kelly	305 322-3161
Sarasota*	CM	40	Thomas J. Saprito 4/75	Kenneth Thompson 50	Robert A. McLellan-1	John T. Haylett	Harold Stinchcomb	Francis L. Scott	Gilbert J. Leacock	813 955-2231
Satellite Beach t	MC	7	Reginald M. Leonard	Richard H. Shinn	Sue R. Gillin	R. H. Shinn	Jack Smith	John C. Henderson	Merrill Kennedy	305 773-4407
Sebring	MC	7	Robert Wolfe 1/75	....	Jack R. Stroup-1,2	....	....	....	....	813 385-0549
South Bay t	MC	3	Vernita M. Cox 9/76	....	Virginia K. Walker	....	H. A. Austin	August V. Dreeson	....	305 996-6751
South Daytona	MC	5	Daniel M. O Brien 12/74	....	Byron E. Trent	Esther Gergely	David Linebarier	Jack Wallace	Edward Brennan	904 767-4221
South Miami*	CM	20	Jack Block 3/76	Pete A. Pakey 72	Carmen L. Wayne	Gerald McFarlin	....	Salvatore Vizzini	William E. Godwin	305 667-5691
Springfield	MC	6	Buddy McLemore 9/74	Joef. Grammer, Jr. 73	Alice D. Watson	....	James A. Heisler	George Kittrell	....	904 785-8414
Starke	MC	5	(not reporting)							904 964-5027
Stuart*	CM	5	Robert L. Hall 11/74	Edwin L. Glasscock 68	Janice R. Clark-1	Kenneth A. Foote	Harrison Davis	Jesse J. Taylor	David W. Gale	305 287-3444
Sunrise	MC	12	John Lomelo, Jr. 2/75	....	Robert N. Clark	Robert N. Clark	John Komasa	Henry C. Donath	....	305 587-5024
Surfside t*	CM	4	Marion Portman 3/76	Gerald J. Renuart 73	Yvette Salem	Gerald J. Renuart	....	George Curti	Ruben Harmon	305 861-4863
Sweetwater	MC	3	Allen J. Lare, Sr.	....	Anne Johnson	Anne Johnson	Richard Lowery	Charles Toledo	Allen J. Lare, Sr.	305 221-0411
Tallahassee*†	CM	72	Joan Heggen	Daniel A. Klemen 74	Louis H. Cook-1,2	Louis H. Cook	Earl Levy	Robert G. Maige	Coles Bannerman	904 224-9181
Tamarac*	CM	5	Dwight E. Johnson 2/76	R. D. Castenholz 71	Peggy M. Twichell	John O'Malley	Milton A. Stocker	Milton A. Stocker	Ronald Elg	305 731-5900
Tampa	MC	278	Lloyd Copeland 9/75	....	Frances Henriquez	Melvin B. Smith	Fred Anderson	Charles Otero	Wayne Jump-4,5	813 223-8396
Tarpon Springs*	CM	7	Bill Lane 12/76	Earl K. Andersen 74	Donald F. Quimby	....	Kenneth Ennis	R. E. L. Rhodes	Charles Barnes	813 937-6104
Tavares	CM	3	Eugene Glenn 4/76	....	....	....	E. S. Lane	....	....	904 343-2121
Temple Terrace*	CM	7	Joseph C. Bondi, Jr. 76	Wm. B. Nungester 70	Camille G. Jones	Charles E. McNaught	James W. Bailey	Thomas E. Webster	Robert E. Murphy	813 988-5111
Tequesta v	CM	3	Thomas J. Little 3/76	Robert Harp	....	....	....	Henry M. Dusenbery	....	305 746-7457
Titusville*	CM	31	William E. Laing 3/76	Norman W. Hickey 74	Margaret Cooper	Richard D. Martin	James D. Brown	Claude W. Miller	Peter C. Schay-4	305 269-4400
Treasure Island*	CM	6	Julian W. Fant 3/75	Philip M. Sowa 74	Philip M. Sowa	Margaret McClean	Art Lind	Cliff Frye	Ron Owen	813 360-0811
Valparaiso	MC	7	John B. Arnold, Jr. 1/76	....	Gerald W. Kendall	John B. Arnold, Jr.	Richard James	Lomax Donaldson	Claude H. Vanderford	904 678-2912
Venice	MC	7	Wm. L. McCracken 1/76	P. A. Youngberg, Sr.	Stephen Albee, Jr.	Thomas G. Holmes	Theodore L. Deming	Robert J. Ferry	Wayne Cecil-5	813 485-3311
Vero Beach*	CM	12	Arthur R. Neuberger 12/74	John V. Little 73	Claire M. Young	Thomas R. Nason	Forrest Smith	Samuel P. McCall	J. Lewis Greene	305 567-5151
Virginia Gardens v†	MC	3	H. Wayne Hill 9/75	....	Alice H. Smith	H. Wayne Hill	....	Henry J. Hearns	H. Wayne Hill	305 871-6104
Wauchula	MC	3	T. C. Underwood 11/75	....	Mavis F. Conerly	....	Burton Moseley	Raleigh Lowe	George Burris	813 773-3131
West Melbourne t	MC	3	Larry E. Archibald 8/75	....	Margaret Yockel	....	....	....	....	305 727-7700
West Miami t	MC	5	Edmund P. Cooper 4/76	....	Bess Blumin	Edmund P. Cooper	Eugene Goff	Clark B. Wright	Erik L. Eriksson-5	305 667-8891
West Palm Beach*	CM	57	Fred O. Easley, Jr. 3/75	Richard Simmons 69	Anita J. Spearman	John B. D'Ippolito	Bennett T. Kennedy	William M. Barnes	Reece Bickerton-5	305 655-6811
Wildwood*	CM	2	Robert L. Lyles 1/76	....	Sarah Morrison	Sarah Morrison	John Lackey	Ed Williams	John Lackey	305 748-1041
Wilton Manors	MC	11	....	....	J. Frank Starling-3	Albert D. Harbold-2	John S. Miller	Bernard S. Scott	Carl B. Alexander-5	305 566-2467

Winter Garden*	CM	5	C. H. Johnson	Denver F. Baxter 74	Loren B. Williams-1	....	James T. Briggs	Donald G. Ficke	E. Ray Creech	305 656-4111
Winter Haven*	CM	16	Kenneth N. Schulz 1/75	W. D. Fultz 72	Dave Hurgerton	Dave Hurgerton	William C. Wolf	Hamp Rogers	A. J. Herrengton-4	813 294-3551
Winter Park*	CM	22	James A. Driver 1/76	Robert D. Proctor 74	E. N. Davis	Robert Bublitz	Robert Finlayson	Raymond Beary	J. O. Compton	305 644-9860
Zephyrhills	MC	3	E. D. Arnot, Jr. 4/76	John Phillips, Jr. 56	John Phillips, Jr.	John Phillips, Jr.	Carlton Galster	William R. Eiland	....	813 782-1525
GEORGIA (138)										
Acworth	MC	4	C. K. Hufstetler 12/74	W. P. Yarbrough 74	W. P. Yarbrough	Joe Bullard	....	H. D. Wilson	Joe Griffis	404 974-6842
Adel*	CM	5	A. L. Parrish, Jr. 10/75	Wm. F. Pierce 73	John Flythe	John Flythe	E. E. Jackson	H. G. Phillips	Charles Norman	912 896-2821
Albany*	CM	73	James H. Gray, Sr. 1/76	S. A. Roos 61	Barbara Gerald	T. L. McComb	H. F. Houston	Leslie Summerford	W. D. Lanier	912 883-1415
Alma*	CM	4	Tessell D. Mullis 12/75	Al Crace 72	Mary Alice Stafford	Al Crace	Wayne Williams	Verdell Vaughan	Glover Scott	912 632-5917
Alpharetta*	CM	2	John Sidney Dees, Jr. 12/74	Alan D. Gabel 73	Lucile W. Henderson	....	Squire Ferguson	Louis Day	....	404 475-9566
Americus	MC	16	J. Frank Myers 12/74	....	Patricia M. Hines	Patricia M. Hines	Robert Ranew	Arthur M. Gurr	Jim Usry	912 924-4413
Ashburn	MC	4	C. R. Hobby, Sr. 12/74	....	H. U. Watson	E. J. Tison	Guy Rylant	L. E. Preskitt, Jr.	E. A. Garner	912 567-3431
Athens	MC	44	Julius F. Bishop 1/76	Robert F. Thomas	Johnny C. Fowler	Johnny C. Fowler	Thomas Eberhart	Tom C. McGahee	H. L. Pittard-4,5	404 543-4191
Atlanta§†	MC	497	Sam Massell	....	J. J. Little	Charles L. Davis	P. O. Williams	John F. Inman	Pelham C. Williams	404 658-6000
Augusta†	MC	60	Lewis A. Newman 1/76	Charles O. Phillips	Charles O. Phillips	Kessel D. Stelling	James G. Fitzgerald	J.G. Beck	W.S. Johnson, Jr.	404 724-4391
Austell	CM	3	(not reporting)							404 941-0228
Avondale Estates*	CM	2	John S. Fletcher, Jr. 12/75	Dewey C. Brown 54	Jeanette O. Farrar	....	....	Bob M. Williams	....	404 373-6363
Bainbridge*	CM	11	Hubert Dollar 1/78	Louis E. Bradley 73	H. D. Fitzgerald	H. D. Fitzgerald	Dick Adams	James V. Duke	W. L. Roberts-5	912 246-2150
Barnesville	MC	5	J. Herman Andrews 9/75	....	Joanne C. Cannafax	Joanne C. Cannafax	Harold Blevins	B. H. Usery	Preston Green	404 358-0181
Baxley*	CM	4	Quinton Jack Frost 12/75	S. W. Dunn 70	Jean W. Spell	....	Billy Cowart	Johnnie Hutto	J. C. Todd-5	912 367-4695
Blackshear	MC	3	Sam B. Owens 12/74	....	Fran T. Wood	....	Chief Taschock	Dan E. Taylor	T. A. Schrock	912 449-5375
Blakely§	MC	5	L. E. McNeal 12/74	Alex Howell, Sr. 73	Lucile Batchelor	Alex Howell, Sr.	Jerome Ammons	Carl Gilbert	....	912 723-3455
Bremen	MC	3	(not reporting)							404 537-4339
Brunswick*	CM	20	Clyde A. Taylor 1/75	J. E. Hulse, Jr. 66	Mrs. H. S. Jennings	....	Thomas R. Nichols	W. W. Branch	Homer L. Wilson-5	912 265-8210
Buford*	CM	5	....	Bobby Kerlin 73	Judy Martin	....	A. C. Ehlert	Lewis Samples	....	404 945-7312
Cairo*	CM	8	Adrian P. Clark 12/76	John W. Walker 70	Martha Faye Lewis	....	Aulden Hawthorne	Marvin C. Sasser	Eugene Goffe	912 377-1722
Calhoun	MC	5	William C. Burdette 1/76	Hoyt Edwards	Cathy Harrison	Cathy Harrison	Ferrell Grizzle	George Hayes	....	404 629-2881
Camilla*	MC	5	Lewis B. Campbell 1/77	Joe M. Palmer 70	Annette Crosson	Annette Crosson	Lazelle McCook	Douglas Adair	W. D. Palmer	912 336-5636
Canton*	MC	4	C. Randall Bagwell 12/75	James Copeland 70	Lottie C. McCurley	J. B. Haney, Jr.	William H. Nelson	James W. Cline	J. B. Haney, Jr.	404 479-2421
Carrollton*	CM	14	Charles Lumpkin, Jr. 10/75	William Traylor, Jr. 73	Jewell Mashburn	Merriam Merrell	Bob Haynes	Hugh Lee Lambert	Bob Tucker	404 832-2443
Cartersville*	CM	10	John W. Dent 1/76	Walter K. Mahone 73	Edwin A. Stovall-3	Edwin A. Stovall	Norris Westbrooks	William R.Kicklightem	Jerry E. Milam	404 382-1171
Cedartown*	CM	9	J. R. McCarson 12/75	Robert L. Veal 56	J. J. Brooks	....	Ellis Mauldin	W. M. Moss	....	404 748-3220
Chamblee	MC	9	W. B. Malone 1/76	....	Louise H. Chafin	....	....	T. L. Terrell	....	404 458-0066
Chatsworth	MC	3	Barney R. Elrod	....	Faye B. Harrison	Jack G. Springfield	Roland Harbin	Selwyn Cochran	Judson F. Vick	404 695-3931
Clarkston t.	MC	3	(not reporting)							404 443-6489
Claxton	CM	3	Perry Lee Deloach 12/75	W. Shelton Smith 73	Doris B. Perry	Gayle Kicklighter	A. P. Keene	W. T. Palmer	C. W. Young	912 739-1712
Cochran	MC	5	(not reporting)							912 934-6346
College Park*	CM	18	Ralph L. Presley 12/77	David Covington 74	Scherie Holcomb	David Covington	J. A. Landers	T. Owen Smith	John Schotta-5	404 767-1537
Columbus*	CM	167	B. D. (Bob) Hydrick 12/74	Franklyn Lambert 71	Lemuel H. Miller, Jr.	Ralph K. Britt	George D. Lamb	Curtis E. McClung	Daniel L. Culpepper	404 322-6761
Commerce	MC	4	J. A. Minish 12/75	....	J. Paul Vickery	....	L. W. McDonald, Jr.	W. L. Seabolt	....	404 335-3164
Conyers*	CM	5	J. M. Towns, Jr. 12/74	C. B. Heys 72	Mildred M. Harvill	Mildred M. Harvill	T. O. Morgan	O. T. Adams	D. Bentley Adams	404 483-4411
Cordele*	CM	11	P. L. Williams, Jr. 12/76	Kenneth E. Ohler 74	Elly F. Johnson-2	Elly F. Johnson-1	A. C. Bailey	L. T. Jobe	Peter F. LePanto	912 273-3102
Cornelia*†	CM	3	....	Sanford Blackburn 62	....	....	....	....	....	404 778-4921
Covington*	CM	10	W. L. Bill Dobbs 12/75	Frank B. Turner 70	Betty L. Schell	Betty L. Schell	E. Jack Parker	Douglas Digby	Sam Walton-5	404 786-5324
Cuthbert	MC	4	Roy H. Mercer 11/77	....	Ione Lumpkin	....	Albert Cole	Phillip V. Jarrell	LeRoy Morrow	912 732-3161
Dahlonega	MC	3	Henry C. King, Jr. 1/76	Price Bowen 73	Rose Ann Head	Price Bowen	Don Seabolt	James W. Tritt	....	404 864-2478
Dallas*†	CM	2	....	Thomas E. Lee 63	....	....	....	....	....	404 445-4466
Dalton	MC	19	Charles A. Bramlett 12/75	Albert Rollins 67	Andrew J. Lowery	Albert Rollins	Arnold King	Robert Lankford	Richard Bramlett	404 278-6006
Dawson	MC	5	J. G. Raines	D. R. Bell, Jr. 73	R. R. Jones	D. R. Bell, Jr.	Royce Dunaway	Royce Dunaway	Fred A. Metts-5	912 995-4444
Decatur*	CM	22	Wiley S. Ansley 1/75	G. C. Branscome 73	R. L. Hudgins	John D. Swift	Hoyt B. Paden	Lee A. Cole, Jr.	Charles M. Gall-4	404 377-9911
Donalsonville	MC	3	D. F. Wurst 12/74	....	Dorothy E. Johnson	Dorothy E. Johnson	W. T. Williams	Spurgeon North	W. T. Williams	912 524-2118
Doraville	CO	9	Jesse Norman 4/76	J. W. Buechler	J. W. Buechler	Jesse Norman	....	George Everett	....	404 458-8563
Douglas*	CM	10	J.C. Adams	Rufus C. Johnson 60	Marilee Dean	Marilee Dean	Woodrow Burkhalter	Garlian Faulkner	Herschel Carver	912 384-3302
Douglasville*	CM	5	Gwynne D. Maurer	Ralph Liverman 73	Jack H. Banks-2	Ralph Liverman	....	....	....	404 942-5118
Dublin*	CM	15	Robert Cochran 12/75	John M. Crane 70	Lena H. Opie	Lena H. Opie	W. T. Adams	Vernon DeLoach	H. D. Hammock-5	912 272-1620
East Point	MC	39	Bruce Bannister 12/76	Mary Holleman	Marjorie Snyder	Mary Holleman	James Bradford	J. E. Godfrey	J. P. Eidson	404 766-1481
Eastman*	CM	5	....	John L. Lee 63	Ann S. Jones	John L. Lee	C. S. Coleman	Robert C. Slye	....	912 374-2251
Eatonton	MC	4	James P. Marshall 8/76	John R. Davis	....	....	Fred Winslette	Ebb Carnes	....	404 485-3311
Elberton*	CM	6	W. J. Roberts 12/74	C. A. Brown 60	Iola S. Stone	Iola S. Stone	Niles T. Poole	George W. Ward	G. A. Mercer	404 283-5321
Fairburn	MC	3	(not reporting)							404 964-2244
Fitzgerald	MC	8	Gerald Thompson 1/75	Alvie L. Dorminy 73	Alvie L. Dorminy	Alvie L. Dorminy-3	J. W. Cleary	Thomas L. Stone	....	912 423-9827
Forest Park*	CM	20	Charles W. Summerday 1/75	William E. Bennett 67	William E. Bennett	Leo R. Pedigo	L. C. Cole	Willie H. Allen	O. L. Berry, Jr.	404 366-4720
Forsyth	MC	4	Richard W. Truitt 1/76	....	Jeanette M. Tolbert-3	Jeanette M. Tolbert	Hugh Andrews	Ray Foster	....	912 994-5649
Fort Oglethorpe t.	MC	4	(not reporting)							404 866-2513
Fort Valley	MC	9	Paul Reehling 4/76	M. L. Gilchrist 74	....	....	William E. Hannon	Robert L. Borders	Wilson Bryant	912 825-8261
Gainesville*	CM	15	Robert L. Hamrick 12/75	Ray Keith 70	Henry Pinyan	Henry Pinyan	Verner S. Hamrick	G. A. Singleton	George Austin	404 534-7321

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
GEORGIA (138) continued										
Garden City t	MC	6	James M. Deloach 12/75	Charles C. Love 73	Robt. I. Mingledorff	Claude Hodges	L. E. Hill	C. L. Thompson	....	912 964-1711
Glennville	MC	3	Aubrey E. Sikes, Jr. 12/75	Wilford Kicklighter	W. Kicklighter	W. Kicklighter-2	Larry Parish	J. R. Herrington	Cecil Anderson	912 654-2461
Gordon t	MC	3	Cyler D. Garner 1/75	....	Myrtle Baisden	John Scott	J. E. Roberts	J. E. Roberts	Cyler D. Garner	912 628-2222
Greensboro	MC	3	C. W. Smith 4/76	L. Y. Kenimer	L. Y. Kenimer	L. Y. Kenimer	Omer Cook	H. H. Maxey	H. H. Maxey	404 453-7967
Griffin*	CM	23	Louis W. Goldstein	Roy L. Inman 70	Roy L. Inman	Roy L. Inman	James B. Beeland	Leonard J. Pitts	John K. Avery	404 227-5288
Grovetown	MC	3	Lindsey C. Newman 1/76	....	Elaine J. Matthews	....	James E. Williams	Jack O. Perry	Bobby L. Brinson	404 863-4576
Hapeville	MC	10	Perry J. Hudson	....	J. P. Diffley-2	....	J. G. Rosser	James E. Clay	Joe D. Hindman	404 768-8080
Hartwell	MC	5	Lee E. Carter 12/75	Jimmy Lawrence	Jimmy Lawrence	....	....	....	....	404 376-4756
Hawkinsville*	CM	4	(not reporting)							912 892-9124
Hazlehurst	MC	4	Wyatt W. Spann 12/75	....	Mrs. Linton Grant-3	M. D. Coleman	Bennie T. Hughes	Floyd Creamer	....	912 375-2131
Hinesville t*†	CM	4	....	Wade H. Padgett 70	....	....	....	....	....	912 876-3564
Hogansville	CM	3	Pearce B. Rosser	Adrian E. Wilborn 74	Karen M. Parham	....	Wilson St. Clair	Lewis G. Bryant	William H. Drake-5	404 637-8622
Homerville	MC	3	B. E. Kennedy 12/74	....	Walter G. Hughes-2	Walter G. Hughes	Joe B. Lancaster	Joe B. Lancaster	Dell T. Bennett	912 487-2375
Jackson	MC	4	Robert F. Mackey 12/74	....	M. L. Powell	M. L. Powell	W. L. Vaughn	Watson Vaughn	John Robt. Pulliam	404 775-7535
Jesup*	CM	9	Joel Greene 12/74	Cameron Crummey 73	Elaine Worley	Sue Bunn	Kennie Yeomans	Jim Poindexter	Layton Martin	912 427-2234
Jonesboro	MC	4	(not reporting)							404 478-7407
Kennesaw	MC	4	James Adams 1/78	....	Susan Rackley	Susan Rackley	Jack Meyers	Clarence Brackett	Roy Hinson	404 424-8274
La Fayette*	CM	6	E. R. Gasque 12/74	Grady McCalmon 73	Glenna Thomas-3	....	Joe Lindsey, Jr.	Dewey Gilreath, Jr.	....	404 638-1272
La Grange*	CM	23	J. Gardner Newman 1/78	H. B. Lovvorn 65	V. E. Dickinson	V. E. Dickinson	E. G. Moon	S Ralph Scarborough	S. L. White	404 884-7386
Lakeland	MC	3	(not reporting)							912 482-3100
Lawrenceville	MC	5	John W. Fortune 12/74	....	Robert P. Baroni	Robert P. Baroni	Aaron Kimbrell	Bobby Plunkett	Don E. Martin-4,5	404 963-2414
Louisville	MC	3	Herman Raskin 12/75	M. A. Cox, Jr.	M. A. Cox, Jr.	M. A. Cox, Jr.	R. W. Henderson	H. J. Tanner	John Livingston, III	912 625-3166
Lyons	MC	4	(not reporting)							912 526-6578
McDonough	MC	3	(not reporting)							404 957-4120
McRae	MC	3	Chester A. Ryals, Jr. 12/75	....	Jewell T. Davis	Jewell T. Davis	James A. Pfliger	V. L. Thomas	Homer Powell-4	912 868-6051
Macon	MC	122	Ronnie Thompson 11/75	....	James Hunnicutt	J. A. Leggett-2	G. E. Schaffer	J. F. Flynt	Robert E. Bass	912 745-9411
Madison	MC	3	R. L. Allgood 4/75	Charles Young	Cordelia H. Daniel	Cordelia H. Daniel	R. A. Norton	J. C. Adcock	....	404 342-1251
Manchester*	CM	5	Charles W. Carter	Ellis McCurdy 55	Mrs. J. J. Clark	Ellis McCurdy	Ralph Brown	Marion Howard	Ralph Pearson	404 846-3141
Marietta*	CM	27	J. Dana Eastham 12/77	....	Barbara M. Goscha	H. Russell Crider-2	Howard A. Schaffer	Harold P. Craft	Don B. White-4	404 424-8711
Metter	MC	3	Catherine Robinson 12/74	....	J. W. Brantley, Jr.	....	J. C. Woodcock	D. B. Brown	J. C. Woodcock	912 685-2527
Milledgeville†	MC	12	W. B. Williams, Jr.	....	Mrs. S. W. Bloodworth	Charles Cheeves	R. N. Ashfield	Eugene A. Ellis	Charles Harris	912 452-4313
Millen	MC	4	(not reporting)							912 982-4642
Monroe	MC	8	James F. Mathews 12/75	....	Guy Armstrong	....	Harold E. Pruitt, Sr	Homer Stephens	....	404 267-7536
Montezuma	MC	4	Albert H. Davis 12/75	....	E. R. Arnold	E. R. Arnold	James M. Clark	Billy Flowers	....	912 472-8144
Morrow*	CM	4	Roscoe H. Trivett	....	Frieda F. Frasier	Frieda F. Frasier	C. T. Hall	H. D. Manning	....	404 366-9565
Moultrie*	CM	14	W. B. Withers 7/75	Charles B. Tyson 71	Alton J. Parrish	Alton J. Parrish	Homer Price	Robert N. Livingston	Ralph Turner	912 985-1974
Nashville	MC	4	Bobby Carroll 12/74	....	Deane F. Alexander	....	W. R. Roberts	Willard Hendley	Harvie Joiner	912 686-5527
Newnan*	CM	11	Joe P. Norman 1/78	Richard A. Bolin 70	Martha C. Ball	Richard A. Bolin	O. C. Williams	Jerry Helton	....	404 253-2682
Norcross	MC	3	(not reporting)							404 448-2122
Ocilla	MC	3	(not reporting)							912 468-5141
Pelham†	MC	5	R. E. Powell	W. A. Cain	Dealva Rigsby	....	Dabney Crosby	Marvin L. Knight	Vaughn Burgess	912 294-2561
Perry	MC	8	(not reporting)							912 987-1911
Port Wentworth	MC	4	P. B. Edwards, Jr. 12/74	....	Harold D. Bennett	Harold D. Bennett	Gerald Boykin	M.C. Harn	....	912 964-4379
Powder Springs	MC	3	Roy C. Kellett, Jr. 12/74	....	W. W. Leachman	W. W. Leachman	....	J. H. Eidson	....	404 943-5540
Quitman*	CM	5	Walter B. Cunningham 12/74	James H. Kennedy 71	Annie Ruth Bower	....	C. H. Brantley	Hiram Bembry	J. P. Griffin	912 263-4166
Riverdale*	CM	3	Lamar Hutcheson	Henry G. Boynton 74	Mrs E. Iler-3	Henry G. Boynton	William J. Lott	Bobby Oakes	Lloyd Lee-5	404 478-8598
Rockmart	CM	4	George H. Scott 1/76	Ronald E. Brackett 72	Nell Orebaugh	....	Guy Davenport	Guy Davenport	Raymond Weaver	404 684-5454
Rome*	CM	31	Ben Lucas 1/75	Bruce Hamler 62	Branson Gayler	Bruce Hamler	A. D. Nixon	John Collins	Houston Farmer	404 234-8222
Rossville	MC	4	Paul Ellis 12/74	....	Joyce H. Wall	....	Ronald Shoemaker	Paul Ellis	....	404 866-1325
Roswell§	MC	5	W. L. Mabry, Jr.	Wilbur K. Avera 72	Wilbur K. Avera	Evelyn Callaway	Aubury Reeves	Walter Patterson	....	404 993-9501
St. Marys	MC	3	Richard L. Daley 12/74	....	Margie Funderburk	Margie Funderburk	Marion L. Sharp	W. M. Watts, Sr.	Carnell Smith, Sr.	912 882-4535
Sandersville	MC	6	(not reporting)							912 552-2525
Savannah*	CM	118	John P. Rousakis 10/78	Arthur Mendonsa 71	Sophie S. Gottlieb	William M. Graham-2	John M. Schroder	L. B. Ryan	Samuel H. Halter	912 233-9321
Smyrna	MC	19	John C. Porterfield	....	L. W. Charles	L. W. Charles	C. C Porterfield	Robert L. Drake	J. E. David-4,5	404 435-4441
Soperton	MC	3	Frank Radford, Jr. 12/74	....	Becky Hooks	....	Jakie E. Young	A. J. Posey	....	912 529-4524
Statesboro	MC	15	J. Thurman Lanier 12/74	....	Julian B. Hodges	....	Vernon Gay	Charles Howell	Edward O. Cone-4	912 764-5468
Summerville	MC	5	Evans Scoggins 12/77	....	Mrs. Earl B. Self-2	Mrs. Earl B. Self-2	John B. Echols, Sr.	Griffin Pledger	J. C. Barkley	404 857-3402
Swainsboro	MC	7	(not reporting)							912 237-7025
Sylvania*	CM	3	....	E. K. Overstreet 73	....	....	....	....	....	912 564-7411

Sylvester	MC	4	H. H. Woolard	. . . .	Wayne Callaway	. . . .	Albert Surrency	Tommy Marchman	Levon Barfield	912 776-3346
Tallapoosa	MC	3	Arlin J. Buttram	. . . .	Philip B. Eidson	. . . .	Hughlen Swint	Jimmy D. Folsom	Edw. A. McLeroy, Jr.	404 574-2345
Thomaston*	CM	10	Charles Gordy 12/75	William M. Shingler 73	James E. Shurley-3	. . . .	James E. Johnson	Roy Blount	Moses Duke-5	404 647-6633
Thomasville*	CM	18	John A. Bracey 12/74	John E. Baxter 73	J. F. Ariail	J. H. Frohbert	I. D. Golden	R. T. Alley	Herbert McLaney-5	912 226-1811
Thomson	MC	7	W. C. Leverett 1/75	J. Felton Taylor 74	J. Felton Taylor-2	J. Felton Taylor-2	Raymound McHatton	Jack Garrison	Fay Smith	404 595-1781
Thunderbolt t†	MC	3	B. Arthur Gilreath 10/74	. . . .	Fred L. Rotureau	Fred L. Rotureau	William F Heitmann Sr	. . . .		912 354-5533
Tifton*	CM	12	W. P. Brown, Jr. 1/75	Harry G. Perkins 71	Eloise Scarborough	Eloise Scarborough	W. T. McCall	Walter C. Wacter	W. A. Harrison-5	912 382-6231
Toccoa*	CM	7	Roy E. Gaines 12/74	Charles W. Bell 69	Josephine Gleason	. . . .	Lloyd Rumsey	Don Shirley	Clyde Cash-5	404 886-8451
Union City	MC	3	B. D. Adams 8/77	. . . .	Jo B. Wall-3	. . . .	Marcell West	J. R. Caudle	L. D. Upchurch-4,5	404 964-2288
Valdosta*	CM	32	Gil Harbin 3/76	T. H. Muehlenbeck 74	Michael Cason	. . . .	Dewey B. Foster	A. L. Arnold	B. B. Akridge	912 242-2600
Vidalia*	CM	10	W. N. Rhodes 12/77	L. H. Anderson 72	Ola Mask	Ola Mask-2,3	C. C. Burch	Robert M. Watson	T. L. Rhodes	912 537-7611
Villa Rica§	CM	4	R. H. Burson 12/75	Tom Clune 73	Betty Strickland	Tom Marsh	. . . .	Louie Schneider	. . . .	404 459-3957
Warner Robins	MC	33	Edward Bryant 11/76	. . . .	Thomas E. McMinn-3	. . . .	Ernest Wood	W. H. Rape	Milton Grace, Jr.	912 923-2631
Washington	MC	4	E. B. Pope 11/75	Warren Sisson 74	Linda Callaway	Warren Sisson	Rufas Ryder	W. E. Jones	. . . .	404 678-2322
Waycross*	CM	19	Sam DuBose 12/74	Erin W. Johnson 65	T. C. Gattis	T. C. Gattis	J. E. Barber	H. E. Bond	Franklin Miles-4	912 283-1862
Waynesboro	MC	6	Paul S. Stone	Kenneth R. Davis	Kenneth R. Davis	. . . .	S. S. Mobley	Roy Broxton	Talmadge Joyner	404 554-2563
West Point	MC	4	(not reporting)							404 645-2228
Winder	MC	7	(not reporting)							404 867-3106
HAWAII (2)										
Hilo	MC	26	Bruce McCall 12/74	Megumi Kon	Tadashi Suzuki	Stanley Nakamae	Charles Takeguchi	Ernest J. Fergerstrom	Edward K. Harada-4	808 961-8222
Honolulu	MC	633	Frank F. Fasi 1/77	Paul Devens 73	Eileen K. Lota	James Sakai	Boniface Aiu	Francis A. Keala	Kazuyoshi Hayashida	808 546-7611
IDAHO (35)										
American Falls	MC	3	M. W. Ferguson 12/77	. . . .	Carol Gilson-2	. . . .	Fred Aguirri	Walt Miller	. . . .	208 226-2569
Blackfoot	MC	9	Delwin C. Daniels 12/77	. . . .	Nellie Mansor	. . . .	John T. Schwarz	Noble Taylor	. . . .	208 785-0491
Boise City	MC	75	Richard R. Eardley 12/77	. . . .	John Dieffenbach	W. Floyd Ayers	David F. Perry	John R. Church	William J. Ancell	208 342-4621
Bonners Ferry	MC	3	A. J. Baylon 12/75	. . . .	Violet Lande	. . . .	T. J. Hopkins	Donald D. Hamilton	Roy A. Jones	208 267-2212
Buhl	MC	3	Theo R. Pence 12/75	. . . .	Frances L. McArthur	. . . .	Walter J. Harnar	Ben E. Ekrut	. . . .	208 543-5650
Burley	MC	8	Chuck Shadduck 12/77	. . . .	Bud Brinegar	Steven Rogers	Douglas K. Shill	Gary Booth	. . . .	208 678-2224
Caldwell	MC	14	Robert E. Pasley	. . . .	June Wallace	. . . .	Harold E. Perfect	Charles Astleford	Michael Barrett	208 459-3641
Chubbuck	MC	3	John O. Cotant, Jr. 1/78	. . . .	Vera C. Armstrong	Vera C. Armstrong	Dennis Jones	Arnold J. Stone	Jordon K. Stuart	208 237-2400
Coeur d'Alene	MC	16	Loren R. Edinger 12/77	Glenn H. Stoll 72	Lois Lawson	Paul Prety	Joe Turk	Robert Nuttleman	Marlin Green-4	208 644-3511
Emmett	MC	4	Rod Morgan 12/77	. . . .	Lois B. Meserole	Lois B. Meserole	Paul Marsh	Paul Marsh	Glen Wright-4,5	208 365-4111
Gooding	MC	3	Leo Rice	. . . .	George A. Silva	Susan R. Wilson	George Anderson	Lyle Clifford	. . . .	208 934-5669
Grangeville	MC	4	Ralph Bos 12/78	. . . .	June Edwards	. . . .	R. A. Large	T. C. Carpenter	W. A. Canaan	208 983-2851
Idaho Falls	MC	36	S. Eddie Pedersen 12/77	. . . .	Roy C. Barnes	John Evans	Lester Corcoran	Robert Pollock	Donald F. Lloyd	208 522-3191
Jerome	MC	4	Charles P. Hancock 1/78	. . . .	Marilyn Ann Bragg	. . . .	Lynn Bingham	Howard DuBois	Ed L. Evans	208 324-8189
Kellogg	MC	4	(not reporting)							208 786-9131
Lewiston*	CM	26	Leonard E. Williams 12/75	Armand E. Werle 73	Sue Elliston	Ruth Beck	Vernon D. Lane	William Siler	James H. Matteson-4,5	208 746-3671
Meridian	MC	3	Donald M. Storey 12/75	. . . .	Herald J. Cox	Herald J. Cox	Roger Welker	. . . .	. . . .	208 888-4433
Montpelier	MC	3	Val M. Rich 1/79	. . . .	June Bunderson	Floyd H. Bird	Lavoy Lewis	William Waite	R. L. Woolstenhulme	208 847-0824
Moscow§	MC	14	Paul Mann 1/78	Marvin Kimberling 62	Marvin Kimberling	Marvin Kimberling	Ralph McAllister	Clark Hudson	William A. Smith-4	208 882-5553
Mountain Home	MC	6	Vern Verett	. . . .	R. E. Yrazabal	C. P. Anderson	Robert Weathers	Nelson H. Olds, Jr.	James W. Ross	208 587-3031
Nampa	MC	21	Ernest E. Starr 12/77	. . . .	Charlene Baltazor	. . . .	Ora Provolt	Buster L. Baker	Joe Huckabee-4	208 466-9221
Orofino	MC	4	H. L. Clay 1/78	. . . .	Mary E. Avery	. . . .	Elbert Snyder	Dwain O. Holland	Roy A. Bacharach-5	208 476-4725
Payette	MC	5	Wesley O. Roehr 1/77	. . . .	Barbara A. Millard	Barbara Millard-1,3	Lowell Coffey	Ron Goff	. . . .	208 642-3377
Pocatello*	CM	40	F. W. Roskelley 1/75	Charles W. Moss 70	Peter McDougall	. . . .	H. J. Hill	John Perkins	John C. Postlewait	208 232-4311
Preston	MC	3	(not reporting)							208 852-1817
Rexburg	MC	8	John C. Porter 11/77	. . . .	Afton Anderson	. . . .	Gary Owens	Blair Siepert	Dan Moulton-5	208 356-9331
Rupert	MC	5	O. W. Johnson 12/78	. . . .	Loretta Klingenberg	Clifford Nutting	Odell McLane	Edward Culver	Ronald Klebe	208 436-9608
St. Anthony	MC	3	M. J. Rose 1/78	. . . .	Afton Toone	Afton Toone	Don Rule	Rex F. Powell	Arnold Rinehart	208 624-7541
St. Maries	MC	3	Everett W. Anderson 12/77	. . . .	Ona L. Hedgecock	. . . .	Archie Sorenson	. . . .	Jos. A. W. Pentland-5	208 245-2577
Salmon	MC	3	(not reporting)							208 756-3214
Sandpoint	MC	4	(not reporting)							208 263-2114
Shelley	MC	3	(not reporting)							208 257-3390
Soda Springs	MC	3	Milton B. Gambles 12/77	. . . .	LaRae Rasmussen	. . . .	Don Salser	Flynn B. Wilcox	Gerald C. Maughan	208 547-3465
Twin Falls*	CM	22	Winston I. Jones 1/76	Jean Milar 69	Edythe D. Koontz	Jim Barnhart	Bobby K. Bopp	Frank Barnett	Geo. P. Michael, Jr.	208 733-0860
Weiser	MC	4	(not reporting)							208 549-1965
ILLINOIS (374)										
Abingdon	MC	4	Samuel Mangieri 4/75	. . . .	Wilford Andrews	. . . .	J. O. Simms	Earnest Curtis	C. Larry Swedlund	309 462-3182
Addison v§	MC	24	K. Arthur Naumann 4/77	William G. Steffey 71	Patricia A. Ritchie	George Stieg	. . . .(6)	David M. Gellatly	Gerald Hoppenrath	312 543-4100
Aledo	MC	3	(not reporting)							309 582-7021
Algonquin v	MC	4	R. G. Bangert, Jr. 4/77	. . . .	Thomas M. Andrews	Wm. P. Caveny	Paul Wendt	E. A. Oerkfitz	Howard W. Fish	312 658-4322
Alorton v	MC	4	Curtis Miller 4/77	. . . .	Leo Stewart	John Kernen	Ronald Kernen	Thomas Windom	Jimmie Mobley	618 874-0687
Alsip v	MC	11	Arnold A. Andrews 5/77	. . . .	Robert A. Gruber	Katherine Freck	John Bultema	Raymond Marinec	. . . .	312 385-0410

Directory 1/9 continued MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
ILLINOIS (374) continued										
Alton	MC	40	Paul A. Lenz 4/77	....	Paul A. Price	M. O. Elliott	Paul W. Stilwell	R. C. Sowders	Raymond Childs	618 462-2713
Anna	CM	5	Dale Denny 5/75	....	Mary B. Whitney	Ray McIntire	Lawrence J. Boyer	Lawrence J. Boyer	C. O. Boyd	618 833-2011
Antioch v.	MC	3	Robert C. Wilton 77	....	Marilyn Sterbenz-2	Marilyn Sterbenz-2	Charles Maplethorpe	John Wells	Charles Maplethorpe-5	312 395-1000
Arlington Heights v*	CM	65	Ralph H. Clarbour 5/75	L. A. Hanson 58	Ruth Ruff	Kenneth Bonder	John Hayden	L. W. Calderwood	Eugene Willroth-5	312 253-2340
Auburn†	MC	3	Dale Dixon 4/77	....	Gerald Divjak	....	....	....	....	217 438-3131
Aurora	CO	74	Albert McCoy 4/77	....	E. F. Pietkiewicz	James A. Ahlgren	Ralph Kramp	Victor Puscas	Osmund Orland	312 897-8811
Barrington v*	CM	8	F. J. Voss 4/77	Dean H. Maiben 71	Karol S. Hartmann	B. J. Zelsdorf-2	Harold E. Martens	Peter Grant	Roy A. Crumrine-5	312 381-2141
Barrington Hills v	MC	3	J. McLaughlin, Jr 4/77	....	Lucy Ann Blanchard	James Kempe	....	Ralph L Hummel	Roy Crumrine	312 426-5766
Bartlett v.	MC	4	William Tiknis 4/77	....	Betty C. Monroe	Judith Schmitz	....	....	Orlo Benson	312 837-1511
Bartonville v	MC	7	Gerald A. Stuaan 4/77	....	Kenneth Lane	....	Donald Stewart	Gene D. Skotnicki	....	309 697-2323
Batavia	MC	9	Robert V. Brown 5/77	....	Dorothy M. Pitz	Ronald F. Podschweit	Robert S. Hodge	Robert A. Popeck	William C. Boyd	312 879-1424
Beardstown	MC	6	Robert E. Summey 5/77	....	Henry F. Dufelmeier	....	Richard B. Harmon	....	Edwin J. Andell	217 323-3110
Belleville	MC	42	Charles E. Nichols 4/77	....	Richard Brauer	Homer Liebig	Fred Bruss	Barry Biehl	Joseph Frierdich	618 233-6810
Bellwood v	MC	22	Sigel C. Davis 4/77	....	John Shea Lehman-2	William G. Sifferman	Bernard Rubicz	Richard W. Eastham	Carl Gottfried-5	312 547-6350
Belvidere	MC	14	Francis J. Whalen	....	Gaius L. Barr	Wm. H. Grady, Jr.	James Lantz	Kenneth Richardson	Wm. D. Kearney	815 544-2612
Bensenville v.	MC	13	James J. Diorio 4/75	Harold E. Koehler	Fred T. Valentino	Jordan Spiroff	Martin Heinrich	Walter E. Tett	Russell W. Roth	312 766-8200
Benton	MC	7	Herbert Mundell 75	....	Otto C. Biggs	James F. Phillips	Claude Grimes	Kenneth Eubanks	....	618 439-0421
Berkeley v.	MC	6	Foster J. Pottle 5/77	....	Violet L. Murphy	....	B. E. Conner	Raymond Chapman	James Rich	312 449-8840
Berwyn	MC	53	Emil Vacin 4/77	....	Robert C. Pechous	Wilma T. Bartunek	Jacob Davids	Charles E. Herold	Clement Lovisek	312 788-2660
Bethalto v	MC	7	(not reporting)							618 377-8051
Bloomingdale v.	MC	3	Robert J. Homola 4/77	Robert F. Reeves	Katherine E. Funk	....	Lawrence H. Koehn	E. John Potempa	Robert S. Babyar	312 529-2874
Bloomington*	CM	40	Walter Bittner 4/77	Richard D. Blodgett 70	Sandra Cordero	William L. Vail	Darrell Hardin	Harold Bosshardt	Don Ferguson-4	309 828-7361
Blue Island	MC	23	Richard W. Withers 5/77	....	Edison P. Heintz-2	Norman J. Rould	James A. Van Drunen	....	Howard Blume-5	312 389-1517
Bolingbrook v*	CM	16	Patricia McDowell 4/75	Reed F. Carlson 73	Grace Kolar	Kenneth McConnaughay	T. Droogan	R. A. Johnson	Jos. Mathy	312 739-0415
Bourbonnais v.	MC	6	(not reporting)							815 933-1021
Bradley v.	MC	10	Glenn Mulligan 4/77	....	Howard Duchene	John Hagan, Sr.	Albert Wingo	Robert O. Martin	Henry Wilkins	815 933-8533
Breese	MC	3	Wilfrid Hilmes 4/77	....	Ray Schlueter	....	Richard Meissner	Erwin Hostmeyer	....	618 526-7844
Bridge View v	MC	13	John A. Oremus 4/75	....	Ronald Dawson	James Murray-3	Robert Murray	Stanley Sarbarneck	Steve Rygula	312 594-2525
Broadview v	MC	9	Merritt E. Braga 4/77	....	Emil J. Parkes	Emil J. Parkes	James G. Cote, Sr.	James T. Tepper	Pat Gaimiri-5	312 681-3600
Brookfield v*	CM	20	P. J. Hollinger, Jr. 4/77	Richard W. Scott 69	Robert T. Singleton	George Turdik	Edward Gorniak	Paul J. Schmidt	....	312 485-7344
Buffalo Grove v*	CM	12	R. G. Armstrong 5/75	Daniel T. Larson 71	Verna Clayton	Richard W. Glueckert	Wayne Winters	Harry J. Walsh, Jr.	Charles R. McCoy	312 537-8984
Burnham v.	MC	4	(not reporting)							312 862-9150
Bushnell	MC	4	Harold W. Fitch 4/77	....	Margaret Davis	Vincent Mullixan	Earl Niestrat	....	....	309 772-2521
Cahokia v	MC	21	Robert D. Jackson 5/77	....	Donald D. Obermark	Alfred L. Brinley	Bill Buxton	Pearl J. Justus	Roscoe Eastridge	618 337-3492
Cairo	CO	6	James B. Walder 4/75	....	Martha A. Smith	....	Arlie C. Seawright	William C. Bowers	....	618 734-4127
Calumet City	MC	33	Robert C. Stefaniak 4/77	....	Helen E. Murray-2	Joseph Borbely	Julian Swiderski	Ronald Dorsey	....	312 868-2100
Calumet Park v	MC	10	(not reporting)							312 388-8072
Canton	MC	14	Robert F. Jennings 5/77	....	Nellie Crawford	Carl N. Hill	Eugene Lawver	James Elam	Eldon W. Myers-5	309 647-0020
Carbondale*	CM	23	Neal E. Eckert 4/75	Carroll J. Fry 72	Elisabeth Leighty	Paul Sorgen	Charles McCaughan	....	Bill R. Boyd	618 549-5302
Carlinville	MC	6	Pete C. Balotti 4/77	....	Alfred Boatman	....	Joseph Kufa	Robert Stratton	....	217 854-4076
Carlyle	MC	3	J. Leo Davis 4/77	....	Leo J. Hodapp	....	....	Earl Robert	....	618 594-2611
Carmi	MC	6	Tracy Cunningham 5/77	Lawrence E. Martin	Carl Shelton	....	Harold Pennington	John Ziegler	....	618 384-2001
Carol Stream v*	CM	6	John E. Schweizer 4/75	John R. Adamson 71	Peter H. Billing	Michael J. O'Keefe	Don Vilendrer	Joseph Koziol	J. A. Davis	312 665-7050
Carpentersville v*	CM	24	Glen E. Gifford, Jr. 4/77	George A. Shaw 68	Lillian Burian-2	Lillian Burian-2,3	Richard Paul	J. R. Klinkhamer	....	312 426-3439
Carrollton	MC	3	John Gillingham 5/77	....	Keith K. Sturmon	....	Donald Reynolds	John Scheffel	Gene Wagener-5	217 942-3814
Carterville	MC	3	(not reporting)							618 985-2251
Carthage	MC	3	Lester W. Aeilts 4/77	....	Jean Long	....	Don Welch	Andrew Barclay	....	217 357-3223
Cary v	MC	4	Robert J. Fuchs 4/77	Richard M. Britton 71	Virginia M. Miller	....	....	....	....	312 639-2173
Casey	MC	3	(not reporting)							217 932-2392
Caseyville v.	MC	3	Wm. Luebbers 4/76	....	Irvin Haig	Virgil Kassing	John Shade	Donald Paulik	Jack Piesbergen	618 344-1233
Centralia*	CM	15	Oral Telford 5/75	Norman Schuchman 73	Curtis G. Amason	Earline Creed	R. E. Goin	Edward Hogan	....	618 532-5442
Centreville	MC	11	Ernest Smith, Sr. 4/75	....	Vincent J. Kiefer	Milton Springfield	....(6)	Theodore Shamalian	Vertis Branson	618 874-2800
Champaign*	CM	57	Virgil C. Wikoff 4/75	V. Eugene Miller 74	Ray B. Johnston	Ray B. Johnston	Willard Ashby	Harvey Shirley	John T. Kearns	217 337-2486
Charleston	MC	16	Robert L. Hickman 4/77	....	Gerald P. Henderson	Ruth E. Cooper	George Milliner	Thomas Larson	Dan Thornburg	217 345-7088
Chatham v†	MC	3	Jerry Purcell 5/77	....	James Chasteen	Harold Gibson	....	Jerry Purcell	....	217 483-2111
Chester†	MC	5	Deitrich Helmers 5/77	....	Eleanor Brunhofer	....	William L. Brown	Clarence Alms	....	618 826-2326
Chicago	MC	3367	Richard J. Daley 4/75	Kenneth W. Sain	John C. Marcin	Clark Burrus	Robert J. Quinn	James Rochford	Marshall Suloway	312 744-4000
Chicago Heights	CO	41	George R. Bonick 4/75	....	William L. Schramm	Milton W. Mazur	Robert Walters	Henry J. Pilotto	Richard H. Wright	312 756-2110
Chicago Ridge v	MC	9	Jos. J. Coglianese	....	Mary E. Macarol	....	Robt. Miller	Lyle Schaal	Joseph Tarqueno	312 425-7700

Chillicothe.............	MC	6	Harold Pribble 5/77	....	Mrs. Ilion W. Crabel	Ralph L. Nibbelin	Gail Myers	Jack Crawford	....	309 274-2020
Christopher............	MC	3	Gene Smith 5/77	....	Velma Steckenrider	....	Dep. Trogolo	John Barclay	....	618 724-2424
Cicero t...............	MC	67	John Karner 4/76	....	John F. Kimbark	Ted J. Zaremba-3	Joseph Geriba	Joseph Barloga	Anton J. Smetana	312 656-3600
Clarendon Hills v§........	MC	7	Thomas E. Dorn 4/75	Paul D. Sharon 73	Frances H. Crawford	Edward F. Hosek	Paul A. Rossbach	Jack R. Hrunek	John M. Gorisch-5	312 323-3500
Clinton	CO	8	Wayne E. Gordon 4/75	....	Velma Sanders	Arthur Mettler	Haskell Bohn	Keith Smith	Erva North	217 935-9438
Coal City v.............	CM	3	Joseph T. Phillips 5/75	....	Audrey M. Endrst	John J. Nicoletti	Arthur Trotter	Charles Ingram	Gerald V. Pierard	815 634-8608
Coal Valley v...........	MC	3	Patrick A. Huys 4/77	....	Jesse O. James, Jr.	Henry DeBooght	Nick Tertipes	Jack W. Coleman	Keith E. Glaus-5	309 799-3604
Collinsville.............	CO	18	Lewis J. Krause 4/75	....	John M. Fornero	Bernard W. Evers	James Ray	Paul Cigliana	....	618 344-5252
Columbia..............	MC	4	W. H. Kremmel 5/77	....	Roger Nottmeier	David Stumpf	Lester Schumacher	Walter Reibeling	....	618 281-7144
Country Club Hills........	MC	7	Joseph L. Stuk 4/75	Ottmar H. Becker 74	Pearl L. Shaffner-2	R. T. Vernam	Francis Daniels	Robert L. Roberts	Albert Schnef	312 798-2616
Countryside............	MC	3	Michael A. Coduto 4/75	....	Walter H. Klimcke	Marilyn R. Philp	....	Kenneth G. Wolf	....	312 354-7270
Crest Hill..............	MC	7	Frank T. Berta 5/77	....	Amerigo J. Baldazzi	Donald Rondeck-3	....	Dennis Jaskoviak	Joseph N. Gulas-5	815 727-6581
Crestwood v...........	MC	6	Chester Stranczek 4/77	....	Joan C. Dwyer	....	A. Kolasinski	James B. Arvanites	Eugene F. Biela	312 388-2527
Crete v................	MC	5	Ronald Christopher 4/77	....	Mariann Gemper	Ted Bowman	Earl Hothan	Richard Lueder	Edward Rubottom	312 672-5431
Creve Coeur v..........	MC	6	Wayne Baher	....	Myrtle T. White	Edward F. Frietsch	Richard Gilleatl	Gerald Daughters	....	309 699-6714
Crystal Lake*...........	CM	15	....	Robert H. Walker 72	Jerry D. Heiman	Irvin Storner	Harold Krecker	Sam Johns	L. R. Held-4	815 459-2020
Danville...............	CO	43	Rolland E. Craig 4/75	....	Marjory Kair	David S. Palmer	Jack Carter	Robert C. Congleton	Wm. Strader	217 446-0803
Darien................	MC	8	Joyce S. Stahl 4/75	....	Geraldine A. Stevens	Louis McGinley	....	Roger C. Clark	Robert L. Rodgers	312 852-5000
DeKalb*...............	CM	33	Carroll Van Patter 5/77	Donald Crawford 69	Sam Riippi	Robert George-2	Richard Ulrich	Joseph Maciejewski	Ronald Naylor-4	815 756-4881
Decatur*..............	CM	90	James H. Rupp 5/75	Leslie T. Allen 72	Phyllis Grotjan	Jack W. Loftus	Donald Minton	Harold G. Lindsten	William B. Sands-4	217 424-2700
Deerfield v*............	CM	19	Bernard Forrest 4/77	Norris W. Stilphen 59	Catherine Price	George Valentine-2	Jack Gagne	Warren M. Whitton	Edmund Klasinski-5	312 945-5000
Des Plaines............	MC	57	Herbert H. Behrel 4/77	....	Bertha E. Rohrbach	Duane L. Blietz-2	Donald Corey	Arthur Hintz	Joseph Schwab	312 824-3136
Dixmoor v.............	MC	5	Joseph Mancuso 77	....	Thelma Steinhagen	....	Kenneth Steinhagen	Clifford Wood	Jerry Vrshek	312 385-0319
Dixon.................	MC	18	Warren E. Walder 4/75	....	Mary K. Cook	Darlene Herzog-2	Edmond Pierce	Earl Kelchner	Charles Sterricker-5	815 288-1485
Dolton v..............	MC	26	Norman M. Mackay 77	....	Laverne S. Cothroll	Wesley E. Lane	Donald Meyer	Patrick Manning	Walter S. Nelson	312 849-4000
Downers Grove v*........	CM	33	Frank W. Houck 4/75	James Griesemer 72	John M. Moler	R. V. Porter	Frank Wander	Arthur G. Hess	R. G. Matthias	312 964-0300
Du Quoin..............	MC	7	Robert M. Armstrong 4/77	....	Cecil W. Daily-2	Delmar R. Fulk	Rennie Bedar	George T. Foster	....	618 542-3841
Dupo v...............	MC	3	Barney Metz 5/77	....	Clinton Proffer	Harold Dashner-2	Warren Besancon	Jack Renken	Charles Frederick	618 286-3280
Dwight v..............	MC	4	Robert W. Stevenson 4/77	....	Jean H. Louis	....	....	....	James D. Anderson	815 584-3077
East Alton v............	MC	7	Frank Keasler 4/77	....	Lawrence Darr	Wesley Tucker	James Johnson	Fred Bright Jr.	Harry L. Kuehnel	618 259-7714
East Chicago Heights v....	MC	5	(not reporting)							312 758-3131
East Dundee v..........	MC	3	William Bartels 4/77	....	Gertrude Fritz	....	....	Robert Thornhill	....	312 426-2822
East Moline............	MC	21	Dennis J. Jacobs 4/77	Lizette L. Desseyn	Clarence H. Vyncke	James C. Officer	Peter Dokas	Merle O'Dell	Karl F. Cesler	309 755-3486
East Peoria............	CO	18	James C. Spinder 5/75	....	Robert L. Arnold	Robert L. Arnold	Louis C. Erickson	Ben Roach, Jr.	James D. Thompson	309 699-5812
East St. Louis..........	MC	70	J. E. Williams, Sr. 5/75	....	Lawrence Thurston	Leo Sikaro	Robert Hickman	William E. Dye	James R. Ellis	618 271-1080
Edwardsville...........	MC	11	Clyde L. Hartung 4/77	....	Jack W. Cunningham	Joseph F. Rotter-1	Edward H. Coolbaugh	Henry Lienemann, Jr.	Jerry F. Lavelle	618 656-8010
Effingham†............	CO	9	Clyde Martin 5/75	....	Jack J. Parks	....	Logan Van Dyke	Ronald F. Rentfrow	....	217 342-7168
Eldorado..............	CO	4	Robert A. Briddick 5/75	....	Pat Pinnell	....	Quentin Wilson	Glen Barrall	....	618 273-6566
Elgin*................	CM	56	W. E. Rauschenberger 5/75	Leo Nelson 72	Margaret Glink	James Bolerjack, Jr.	G. Van DeVoorde	Robert L. Baird	Melford Dahl-4	312 695-6500
Elk Grove Village v*......	CM	25	Charles J. Zettek 4/77	Charles A. Willis 67	Eleanor G. Turner	George C. Coney	Allen W. Hulett	Harry P. Jenkins	Donald L. Ciaglia	312 439-3900
Elmhurst*.............	CM	51	Ray W. Fick, Jr. 4/77	Robert T. Palmer 53	Dorothy Lentz	Robert B. Cole	James Samuelson	Wm. T. Payne	Thomas P. Borchert	312 834-1800
Elmwood Park v*.........	CM	26	Elmer W. Conti 4/77	....	Howard E. Nestman-2	Howard E. Nestman-2	Ossie Hjellum	Frank Lacey	William Kloss, Sr.	312 452-7300
Eureka................	MC	3	James A. Klaus 4/77	....	John M. Rohrer	....	....	Gerald E. Reinmann	Donald Ford	309 467-2113
Evanston*.............	CM	80	Edgar Vanneman, Jr. 4/77	Edward A. Martin 71	Maurice F. Brown	Robert A. Shonk-2	George Beattle	William C. McHugh	Richard A. Gatti	312 475-3100
Evergreen Park v§.......	CM	25	Anthony Vacco 4/77	Bill P. Perry 73	Hamilton B. Maher	Melvin Davidson	John P. Deroos	Richard F. Daubert	Edward G. Schuth-5	312 422-1551
Fairbury..............	MC	3	(not reporting)							815 692-2743
Fairfield..............	MC	6	W. L. (Walt) Jones 5/77	....	Charles McCoy	Dorothy L. Lee	Fred E. Book	Owen Manahan	....	618 847-7396
Fairmont City v.........	MC	3	(not reporting)							618 874-6100
Fairview Heights........	MC	9	Everett W. Moody 4/75	Robert A. Mueller 72	Lester Klein	James Jacob-2	....	James Luster	Donald L. Ferris	618 397-9111
Farmington............	MC	3	R. James Hurst 5/77	....	Roger Woodcock	Roger Woodcock	....	Larry Floyd	....	309 245-2011
Flora.................	CO	5	Don Bute 4/75	....	Vernon Hanes	....	Robert O'Dell	Edwin L. Guyott	....	618 662-8313
Flossmoor v*...........	CM	8	Bert Reed 4/77	Charles Stinnett 74	Janet Connor	....	Peter Vandercook	John Barton	Charles Stinnett	312 798-0596
Forest Park v...........	CM	15	Howard R. Mohr 4/75	....	William McKenzie-2	John Hanley	William Vrtis	Lew Good	Edward Toner-5	312 366-2323
Fox Lake v.............	MC	5	Joseph Armondo 4/77	....	John Hodge	Richard Hamm	Earl Dalziel	Robert Trinski	Earl Dalziel	312 587-2151
Fox River Grove v§.......	MC	2	Richard Panichi 4/75	A. Bruce Trego 74	Louise Scheidt	Richard Daykin	....	William McJeil	George Thorne	312 639-3171
Franklin Park v.........	MC	20	Jack B. Williams 77	....	John A. Gregg, Sr.	Richard E. Lange-2	Jack Collins	James Bickley	John U. Smyth	312 671-4800
Freeburg v.............	MC	2	David Favre 4/77	....	Dora Becker	Herbert Vollmer-3	Robert Borger	Kenneth Davis	N. Blomenkamp-5	618 539-3354
Freeport..............	MC	28	Mark B. McLeroy 5/77	....	Lucille G. Lattig	Ethel Brewster	Robert Neidigh	Gerald Brookman	....	815 233-2213
Fulton................	MC	4	Warren Wiersema 77	....	Lois M. Wierenga	....	Howard Swanson	Terry D. Sparbel	Albert B. Norman	815 589-2616
Galena*..............	CM	4	Frank Einsweiler 4/77	Ed Perleth 73	Gayle Burns	....	Obbie Hirst	Denis Mayo	George Monostory-4	815 777-1050
Galesburg*............	CM	36	R. P. Cabeen 4/77	Tom Herring 60	Olga E. Nelson	Don Viane-2	Ted Webber	James H. Frakes	James H. Morrow-4	309 343-4181
Galva.................	MC	3	James B. Young 4/75	....	Homer M. Pryor	....	Keith Carter	Charles Wheelhouse	....	309 932-2555
Geneseo..............	MC	6	S. Fred Calhoun 4/75	....	Rebecca Wyffels	....	....	James Freund	Wesley G. Wilson	309 944-6419
Geneva...............	MC	9	Wm. B. Wood 4/77	Wayne L. Heninger 65	Harold Landberg	Wayne L. Heninger-2	Wm. K. Rosenfelder	Scott Brundige	....	312 232-7494
Genoa................	MC	3	W. A. Skinner	....	Margaret Adler	....	Milton Durham	Melvin W. Shaw	Frank L. Harrolle	815 784-2327
Georgetown............	MC	4	Donald E. Johnson 4/77	....	Judy Sawyer	....	Nevlin Maskel	Thomas Bridgewater	....	217 662-2132
Gibson City............	MC	3	Donald E. Craig 5/77	....	Margaret J. Anderson	....	....	....	....	217 784-5872

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
ILLINOIS (374) continued										
Gillespie	MC	3	Howard Carney 5/77	. . . .	Eugenia Duncan	. . . .	Andy Lesko	Arthur Bilyeu	. . . .	217 839-2919
Glen Ellyn v§	MC	22	Constance Zimmermann 4/77	William Dixon 74	Carl W. Nelson	Carl W. Nelson-2	Willard H. Major	James E. Hill	Frank E. Reno	312 469-5000
Glencoe v*	CM	11	Ronald B. Calhoun 4/76	Robert B. Morris 51	Donald C. Duranso	Donald C. Duranso	Russell C. Batt	Arthur H. Pantle	Robert H. Goodin	312 835-4111
Glendale Heights v§	MC	11	Edwin S. Czubak 5/77	Jack E. Lantrip 73	Margaret Denton-2	James A. Turi-3	Ronald Dukes	Donald Saccomonto	Ronald Dukes-5	312 469-5900
Glenview v*	CM	29	Edward K. Patten 4/77	Robert van Deusen 62	Annemarie Dolezal	Warren J. Doyle	Kenneth Wood	William P. Bartlett	L. R. Baur-5	312 724-1700
Glenwood v	MC	7	Robert Pitrowski 4/77	. . . .	Jeanne F. Maggio	Thomas C. Hau	William Kennedy	Ralph C. Grau	Thomas Purcell	312 758-5150
Granite City	MC	40	Paul Schuler 4/77	. . . .	Robert Stevens-2	Robert W. Stevens	Donald Parente	Ronald Veizer	Lionel Portell	618 877-3216
Grayslake v	MC	5	Edward Anderson 5/77	. . . .	Sally Jo Wilson	. . . .	Rodney Rockenbach	Gordon Shattuck	Don Radke	312 223-8515
Green Rock	MC	3	(not reporting)							309 792-3076
Greenville*	CM	5	Glen Hickey 5/77	Danny Davis 73	Harriet Taylor	. . . .	George Hughey	Bobby J. File	Lou Pustelnik	618 664-1644
Gurnee v§	MC	3	Richard A. Welton 4/77	Robert R. Trigg 72	Ruth Ann Bratzke	Robert R. Trigg-2,3	Sam Dada	Orin Anderson	Richard J. Klein-4,5	312 623-7650
Hamilton	MC	3	Homer Sherrill 5/77	. . . .	Alberta Gray	Timothy Dadant	Donald Bricker	Weldon Limkeman	Earl Taylor	217 847-2936
Hanover Park v*	CM	12	Louis F. Barone 4/77	R. D. Heninger 72	Sonya A. Crawshaw	George R. Pokorny	William Gresher	Salvatore Polotto	Edward J. Resner-4	312 837-3800
Harrisburg	MC	10	(not reporting)							618 253-7451
Harvard	MC	5	William R. LeFew 4/77	. . . .	Nancy B. Noland	Dennis McCauley	Arnold Carlson	. . . .	Harold Hooper	815 943-6468
Harvey	CO	35	James A. Haines 4/75	. . . .	Robert K. Bentley	Donald Gillies	Thomas Riddle	Lawrence L. Lower	Robert J. Piel	312 339-4200
Harwood Heights v	MC	9	Ray Willas 4/77	. . . .	Steve J. Wyda	Eugene Brutto	Lucien Bond	Edward S. Wojcik	Robert Pawelko	312 867-7200
Havana	MC	4	Clarence I. Chester 5/77	. . . .	Phoebe Laumeyer	. . . .	Alger Carpenter	Thomas W. Hardesty	. . . .	309 543-3411
Hazel Crest v	MC	10	Martin J. Kauchak 4/77	. . . .	Rita C. Besse-2	Robert Sutton	Charles Prentiss	John J. Bullaro	George E. Baron	312 335-4600
Henry	MC	3	G. P. Smith 4/77	. . . .	Irene Carlson	Kermit Jamison	Ted Waterous	Glen A. Killen	W. F. Hageman	309 364-3056
Herrin	MC	10	John B. McVey 4/77	. . . .	Bernita Hopkins	Marlene Simpson	Laverne Kerley	William Humphrey	Frank Moroni	618 942-6138
Hickory Hills v	MC	13	Thomas W. Watson 4/75	. . . .	Geraldine R. Magnuson	Kenneth Primozic	. . . .	Norman Premo	Meno Janush	312 598-4800
Highland*	CM	6	W. J. Stieb 4/77	Oliver R. Bishop 73	Lucille Schmetter	Oliver R. Bishop	Sherman Hebrank	E. Donald Matlock	. . . .	618 654-9891
Highland Park*	CM	32	Raymond J. Geraci 5/75	. . . .	Carmen Rollery	Jim Kelly-2	Bart Moran	M. Bonamarte, Jr.	Phil Dittmar	312 432-0800
Highwood	MC	5	Fidel Ghini 4/77	. . . .	William J. Biaggi	William J. Lolli-3	Reno Signorio	Eugene Ugolini	Aldo Carlini-5	312 432-1924
Hillsboro	CM	4	James F. Lyerla 75	. . . .	C. W. Boone	Bernard Rapee	Edward Tobias	Raymond Brown	Charles Hull	217 532-5566
Hillside v	MC	9	Harry A. Pusateri 4/77	. . .	Dorothy C. Gehrke	. . . .	James J. Metzger	Robert Huffman	Reinhold Lommatzsch	312 449-6450
Hinsdale v*	CM	16	Robert F. Dickey 4/77	James W. Lincoln 73	Ellen B. Mooney	Calvin C. Henry-2	Leo Musch	Frank Potempa	E. W. Webb, Jr.	312 323-1700
Hoffman Estates v§	MC	34	Virginia M. Hayter 4/77	Geo P. Longmeyer 72	Helen Wozniak	John Tsao	Carl Selke	John J. O'Connell	John Hossack-4	312 882-9100
Hometown	MC	7	Francis E. Anderson	. . . .	Mae L. Randle	. . . .	R. T. Christopher	Donald E. Buckley	Joseph Madden	312 424-7500
Homewood v*	CM	19	W. F. Mathieu 4/77	Terrance Burghard 72	Winona L. Mossberg	Ray Langbehn	Joseph Klauk	M. K. Myer	Donald Hoffmann	312 798-3000
Hoopeston	MC	6	Earl F. Smock 4/77	. . . .	Donald Dean	. . . .	Maurice McVicker	Orval Kaag	. . . .	217 283-5833
Itasca v	MC	5	William Everham 77	. . . .	Elizabeth M. Upstrom	Harry F. Derby-1,2	Alvin Lueth	Stanley Rossol	John Sinibaldi-4,5	312 773-0835
Jacksonville	MC	21	Milt Hocking 5/77	. . . .	Pauline W. Newport	Rose P. Cosgriff	Harvey Dean	Charles P. Runkel	John Crowder-5	217 243-3391
Jerseyville v†	MC	7	James Dolan 4/75	. . . .	Marie Walkington	. . . .	Charles Updike	H. H. Blackorby	. . . .	618 498-3312
Johnston City	MC	4	Bill Stevens	. . . .	Mary L. Williams	. . . .	Doyle Ray	Tom Kirkpatrick	. . . .	618 983-5551
Joliet*	CM	80	Maurice Berlinsky 5/75	Lynn A. Neuhart 72	Nancy Vallera	Mitchell Mazurek	Edward Peters	Fred W. Breen	Bernard D. Prola	815 727-5401
Justice v	MC	9	Edward C. Rusch	. . . .	Eugene P. Janulis	. . . .	David Mansur	Milo Raffaelli	Frank Lambert	312 458-2520
Kankakee	MC	31	Thomas Ryan, Jr. 5/77	. . . .	Gene Glenzinski	Sam Africano	John Marquart	Dean R. Bauer	Donald F. Snyder	815 933-3344
Kenilworth v*	CM	3	Frederick L. Goss,Jr. 77	Kenneth A. Terlip 74	R. L. McClenahan	Horace G. Barden	Rod Porter	Edward H. Eggert	Kenneth A. Terlip	312 251-1666
Kewanee	MC	16	Emerit F. Lindbeck 4/75	. . . .	Fay C. McElhiney-2	Peter Wallen	Donald Hepner	M. D. Watson	Leonard D. Holton	309 852-2611
Knoxville	MC	3	(not reporting)							309 289-2814
La Grange v*	CM	17	Thomas F. Brown 4/77	Stephen Berley 72	Edward H. Keller	Marjorie Dusek-2	Robert A. Kraft	Howard A. Heinen	Ronald J. Psonak-4,5	312 352-5100
La Grange Park v*	CM	16	Robert L. Ingeman 4/77	Charles H. Lively 73	Walter C. Hohmann	Sylvia Gross	Gilbert Welch	Herbert E. May	Max Obradovich-5	312 354-0225
La Salle	MC	11	John J. Foley, Sr. 4/77	. . . .	Mary L. Stachowiak	Frank Videgar	James Flower	John Muzzarelli	Wm. O. Mallie-5	815 223-0077
Lake Bluff v*	CM	5	Lewis T. Steadman 77	Homer R. Ankrum 74	Joseph Beard	. . . .	Thomas Evert	Myron Hiscox	Arthur Turpel	312 234-0774
Lake Forest*	CM	16	Aidan I. Mullett 5/75	Gerald E. Hagman 72	John J. Fisher	Edgar A. Oleson	Edward P. Hart, Jr.	Charles W. Gilbert	Eugene R. Shields	312 234-2600
Lake in the Hills v	MC	3	John A. McPhee 4/77	. . . .	Sandra Goulding	Russell Nockls	. . . .	Irving Floress	Fred Kruse-5	312 658-4213
Lake Zurich v§	MC	4	Henry J. Paulus 77	Delmar Hosler	Wanda E. Grever	Wm. C. Haggard, Jr	Glenwood Eichmann	James E. Zipp	. . . .	312 438-5141
Lansing v	MC	26	Jack O. McNary 4/77	. . . .	Ruth B. Rasmussen	T. G. Schrode	Ralph Schauer, Jr.	Dean R. Stanley	Andrew Kuipers-5	312 474-0176
Lawrenceville	MC	6	Francis M. Perkins 5/77	. . . .	Clifford L. Fiscus	Gerald C. Harper	Charles Potts	Donald S. Foster	William L. Goff	618 943-2116
Lebanon	MC	4	Harry P. Smith	. . . .	Thomas E. Frierdich	. . . .	Harvey Baer	Clifford Dawson	Andrew Hogg-5	618 537-6613
Lemont v	MC	5	George A. Bracken 4/77	. . . .	Pearl A. Mentch	James E. Hearns	Robert Kowalski	Frank Sowa	Raymond Marciniak	312 257-6421
Lewistown	MC	3	(not reporting)							309 547-2113
Libertyville v*	CM	12	Gilbert W. Stiles 5/77	Allen H. Schertz 65	Dolores Palmieri	Allen H. Schertz-2	Jack Reitman, Sr.	Clinton Grinnell	Victor Favia-5	312 362-2430
Lincoln	MC	18	Edward M. Malerich 4/77	. . . .	Helen Zeter-2	Helen Zeter-2	Hobart Rose	John Wodetzki	Raymond White-5	217 732-2144
Lincolnshire v	MC	3	Fred Balzer 75	Walter Eisenstein 74	Dorthy Fiducci	Robert Gray	. . . .	Glenn H. Larson	Vincent Costa	312 945-3939
Lincolnwood v	MC	13	(not reporting)							312 673-1540
Lindenhurst v	MC	3	Theodore Flanagan 4/77	. . . .	Judy Kempher	. . . .	. . . .	Robert Gordon	. . . .	312 356-8252

Lisle v	MC	5	Walker R. Gamble 4/77	Carl N. Doerr 73	Marjorie M. Connelly	Melville Handley	Paul Boecker	Maurice J. Wurth	Joseph Novak	312 968-1200
Litchfield	MC	7	H. Dean Meien	....	Carl Veit	....	James Leitschuh	William A. Dolahite	....	217 324-2022
Lockport	MC	10	(not reporting)							815 838-0549
Lombard v*	CM	36	Frank M. Jirsa 4/77	Paul L. White 69	Mardyth Pollard	Russell Andersen	J. Jones	John Meschick	William C. Brandt	312 627-6600
Loves Park	MC	12	Edward W. Anderson 4/77	....	Lucille M. Gray	Marie E. Lauer	Dallas Boyle	Gene E. Ebens	Loran Sumner-5	815 633-8121
Lyons v	MC	11	William G. Smith 77	....	Robert J. Nelson	Stanley Bezdek	James Spolar	James Svoboda	....	312 447-8886
McHenry	MC	7	Joseph B. Stanek 4/77	....	Earl R. Walsh	....	Glenn Peterson	Kenneth Espey	Fred J. Meyer	815 385-0947
McLeansboro	MC	3	James P. Mick 4/77	....	J. Cooney	....	Joe Swartz	Roy Rhodes	....	618 643-2723
Macomb	MC	20	Robert Anstine 4/75	....	Lucille Gibson	David C. Carson-2	Herbert Pollock	Robert Depot	Paul Johnston	309 837-2366
Madison	MC	7	Mike Sasyk 4/77	....	John N. Bellcoff	Albert G. Hudzik	Eldon Rhoads	Frank Dutko	....	618 876-6268
Manteno v	MC	3	Harold Jacobs 4/77	....	Gerald Hildebrandt	Jerry Pearce	Maurice O'Keefe	Ben Piller	Howard Schwark-4	815 468-8224
Marengo	MC	4	Raymond S. Clemens	....	Blanche A. Bigalke	....	Ross Kitchen	Guynn T. Board	Kenneth Kurpeski	815 568-7112
Marion†	MC	12	Robert L. Butler 5/75	....	Maureen Johnston	Everett E. Jeter	J. C. Dungey	L. B. Hunter	Henry Burress-5	618 993-4481
Markham v*	CM	16	William A. Sparger 4/77	Andrew W. Smith 74	Louis Murphy	George Petersen	Walter P. McNeil	Robert D. Wilson	Charles J. Kara	312 331-4905
Marquette Heights	MC	3	John P. Love 5/77	....	Patricia Baumgartner	Lyle Wright	Kelly Beagle	James Steele	....	309 382-3455
Marseilles	CM	4	J. H. Spicer 4/75	....	J. H. Arnold	Lucille Sergenti	J. Armstrong	L. Roth	....	815 795-2133
Marshall	MC	3	Frank F. Pearce 5/77	....	True Garwood	....	....	Milo Pearce	....	217 826-2112
Mascoutah*	CM	5	Roland Hassenbrok 5/77	D. L. Sitton 68	Dolores Bartell Bort	Mrs. Don Schakke	Kenneth Hamman	W. E. Beatty	....	618 566-2964
Mason City	MC	3	Virgil E. Price 4/77	....	Cecil Fore	....	....	Harry Mount	....	217 482-3669
Matteson v	MC	5	Joseph T. Feehery 4/77	....	Marcella B. Melvin-2	Marcella B. Melvin	Lawrence Vollmer	Wilbur Ellis	Roy Jung	312 748-1559
Mattoon	CO	20	Roger W. Dettro 5/77	....	J. M. Strater-2	J. M. Strater-2	Roy Sparks	Raymond E. Senteney	Ken Seaman-5	217 235-5654
Maywood v*	CM	30	David E. White 5/77	Mark W. Kitch 74	Rosalin Nathan	Leo V. Graham	John Cadagin	W. Samuel	T. Elders	312 344-1200
Melrose Park v	MC	23	C. August Taddeo 4/77	....	John Otwaskin	Harry Jurek-2	Alfred Mueller	Dominic Cimino	Ralph Tolomei-4	312 343-4000
Mendota	MC	7	Murray Reeser 4/77	....	Jacquelyn Hochstatter	....	James Johnson	Arthur Dalton	....	815 539-7459
Metropolis	MC	7	J. P. Williams 4/77	....	L. W. Barger	....	Howard Crawford	Roy Whalen	Joe Sanders	618 524-2711
Midlothian v†	MC	16	Harry Raday 4/77	....	James K. Yucuis	....	Frank Wiswell	Anthony Dell	Edw. Williquette	312 389-0200
Milan v	MC	5	Richard H. Work 5/77	....	Nancy L. Gosney-2	....	Wesley Guldenzopf	Wesley Greenwood	Fred Dryoel-5	309 787-2662
Moline§	MC	46	Earl L. Wendt 4/77	Duane W. Olivier 72	Margaret C. Kaeser	Margaret C. Kaeser	Albert J. Claerhout	Neal M. Hogeboom	....	309 762-0762
Momence	MC	3	(not reporting)							815 472-2001
Monmouth	MC	11	George M. Bersted 4/77	....	Betty A. Brown	Betty A. Brown	Virgil Nelson	Harold E. Tinder	Kenneth G. Rule-5	309 734-2141
Montgomery v	MC	3	Wayne C. Wells 4/77	....	Leila Bradley	Eileen Kell	R. E. Manning	Glen Wolff	William Curry-5	312 896-8080
Monticello	MC	4	M. R. Mitchell 4/76	....	Ronald G. Ivall	....	Willard D. Sumner	Lester V. Mackey	Lyle C. Yockey	217 762-2583
Morris	MC	8	D. A. Davidson, Sr. 5/77	....	Marjorie Warren	....	Robert Coleman	Robert Lynes	Wilfred Dix, Jr.	815 942-4026
Morrison	MC	4	Robert K. Tracy 4/77	....	Nancy Huizenga	W. W. Bull	Kenneth Aiken	Rulof Van Vuren	Raymond Siefken-5	815 772-2611
Morton v	MC	10	Eugene H. Mathis	....	W. Klopfeustein	....	Kenneth Evelsizer	Oval D. Stephens	Marion J. Long	309 265-9001
Morton Grove v	MC	26	Jule C. Bode	Fred J. Huber	Fred McClory	Eugene Kennedy	Chris Hildebrandt	Norman Glauner	James Dahm-5	312 965-4100
Mount Carmel	MC	8	Paul Stroup 4/76	....	Harold Hilbert	Curtis Williams	Jay Spencer	Donald L. Price	....	618 262-4822
Mount Morris v	MC	3	Donald Mulcay 4/77	....	Lois A. Hachmeister	....	Carl Francis	Gerald Peterson	....	815 244-4424
Mount Prospect v*	CM	47	Robert D. Teichert 4/77	Robert J. Eppley 71	Donald W. Goodman	Richard L. Jesse-2	Lawrence A. Pairitz	R. J. Doney	David L. Creamer-5	312 392-6000
Mount Vernon*	CM	16	Rolland Lewis 5/77	Raymond Botch, Jr. 70	Paul Hayes-2	Paul Hayes-2	Edward Harrison	Fred Dedman	Leslie Hall-5	618 242-5000
Mundelein v§	MC	16	Maurice A. Noll 4/77	Frederick Bernhardt 73	LaVerne Wells	Ruby Geary	John Celba	E. Lamagdeleine	Otello Domenella-4	312 566-7070
Murphysboro	MC	10	Bruce Richmond 4/77	....	Kenneth Taylor-2	Kenneth Taylor-2	Chester Steele	Tobias Berger	Jim Penrod	618 684-4961
Naperville*	CM	28	G. Kenneth Small	C. William Norman 70	John Schnibben	Earl R. Hoenes-3	Arnold Hodel	James A. Teal, Jr.	Ned P. Becker-4	312 420-6000
Nashville†	MC	3	M. Holzhauer 5/77	....	M. Suwe	R. Kolweier	....	A. Gilter	L. Williamson	618 327-3058
New Lenox v	MC	3	Earl R. Moss 5/75	John S. Lektorich	Marjorie Wajchert	James E. Hearns, Jr.	George Ellis	Joseph Wajchert	....	815 485-6452
Newton	MC	3	Larry C. McCrillis 5/77	....	Harold Morr	....	Gene Schackman	Van Canann	....	618 783-2621
Niles v*	CM	31	Nicholas B. Blase 4/77	Kenneth R. Scheel 67	Frank C. Wagner, Jr.	Kenneth R. Scheel	Albert Hoelbl	Clarence I. Emrickson	Edward Bacher-5	312 967-6100
Nokomis	CM	3	H. C. Kettelkemp 75	....	Mary Jean Scheller	Paul W. Johnson	Gene Adden	Claude J. Carlock	Freddie M. Cole-5	217 563-2514
Normal t*	CM	26	Carol A. Reitan 3/76	David S. Anderson 69	Miranne Edwards	Ronald L. Gramley-2	Victor Sylvester, Jr.	Richard E. McGuire	Donald W. Danielson-5	309 452-1106
Norridge v	MC	17	Joseph Sieb	....	Harold W. Dierkes	Tina J. Criscione	Lucien Bond	John Wagner	....	312 453-0800
North Aurora v	MC	5	Wayne E. Johnson 5/77	....	Patricia Miller	Howard Mount	Andrew Pierce	Robert DeWigg	John E. Millen-5	312 897-8228
North Chicago	MC	47	Leo F. Kukla 4/77	....	Rudolph B. Groom-2	Archie Senter	Bruno Bobrowski	Edward Chrapkowski	....	312 689-0900
North Riverside v†	MC	8	John Degraaf 5/77	....	John E. Cullinane	....	Miles Bollinger	Raymond Martinek	Wayne Pesek	312 447-4211
Northbrook v*	CM	27	Gerald Friedman 4/77	Robert A. Weidaw 63	William B. Moran	Robert T. Sutton	Augustus Bennett	George W. Curtiss	Ralph Peifer	312 272-5050
Northfield v*	CM	5	Charles J. Calderini 77	John H. Eckenroad 69	Eva M. Brown	James B. McCarte	John Revak	Richard D. Klatzco	Robert E. Jorgnesen	312 446-3708
Northlake*	CM	14	Eugene C. Doyle 4/77	Herbert Kip 74	Garnet L. Bickley	Morrell D. Perkins	John Konopa	Lee Gehrke	Mario Grossi	312 343-8700
O'Fallon	MC	7	Gary C. Mackey 5/77	....	Robert E. Bode	Joseph Hubbard	Cletus Schau, Jr.	Darwin W. Lehmann	....	618 632-7494
Oak Brook v§	MC	4	George B. Howell 4/75	K. G. Carmignani 73	Marianne Lakosil	Chester D Yarborough	Arthur H. Ehle	Albert G. Ceren, Jr.	Floyd Wilson-5	312 654-2220
Oak Forest§	MC	18	Dennis M. O'Connor 4/77	Ronald A. Feldner 72	James W. Jesk	Daniel R. Jonker	David Waite	Howard Peek	Leon Krueger	312 687-4050
Oak Lawn v*	CM	60	Fred M. Dumke 4/77	Kenneth McDonald 73	Ernest F. Kolb	Peg Grell	Earl Vogelsanger	Gerhard A. Hein	Charles J. Reich	312 636-4400
Oak Park v*	CM	63	J. J. McClure, Jr. 4/77	Lee A. Ellis 71	Virginia R. Cassin	Dean A. Porter	John P. Quillinan	Wilbur Reichert	Glenn R. Sunde	312 383-6400
Oglesby	CM	4	(not reporting)							815 883-8621
Olney*	CM	9	Dean Carter 4/77	Dean Schlee 74	Shirley Sanderson	....	Norman Sultz	Gary Dowty	....	618 393-2179
Olympia Fields v	MC	3	(not reporting)							312 748-8246
Oregon	CM	4	Chris Myers 5/75	....	Evelyn Burright	Ralph Gelander	Elmer Mammen	Mason Hayenga	....	815 732-6321
Orland Park v	MC	6	Melvin H. Doogan 77	Carl Stoneburner	Dolores M. Zabinski	....	Arthur Granat, Sr.	Robert E. Olson	Gerald Monnett	312 349-6910
Ottawa	CO	19	James M. Thomas 5/75	....	Albert A. Lausch	Dan R. Riordan	Peter Thomson	Allen Rexroat	George D. Small	815 433-0161

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
ILLINOIS (374) continued										
Palatine v*	CM	26	Wendell E. Jones 4/77	Anton H. Harwig 74	Diane Greenlees	John A. Hedstrom	Orville Helms	Jerry Bratcher	James C. Bennett-5	312 358-7500
Palos Heights	MC	10	William J. Bailey 4/77	....	Frances D. Janeff	....	Edward Kamper	Nick A. DeLeo	J. Magaraci	312 448-6679
Palos Hills	MC	7	Leonard A. Meyer 4/77	....	Lorraine Mason	Betty Kampstra	John Roe	Norman Sobol	....	312 598-3400
Palos Park	CM	3	Neil J. Anderson 75	....	Loretta Keener	Arthur Herzog	John Kettman	William Shanley	Franklyn Lane	312 448-5200
Pana	MC	6	John N. McCracken 4/75	....	Lucille A. Kennedy	Robert L. Bolding	Kenneth Griffin	Howard Sims	....	217 562-3626
Paris	MC	10	William R. Quinn 4/75	....	Frances N. Clearwater	Nolan M. Sullivan	Raymond Thompson	George Stickler	L. Leon Foltz	217 465-0392
Park City	MC	3	Louis Van Parys 4/77	....	Ruth A. Willcox	....	....	Howard L. Willcox	....	312 623-5030
Park Forest v*	CM	31	Ralph G. Johnson 4/75	Robert G. Pierce 62	Susan Bartlett	W. G. Tollefson	Fred Creveling	William Hamby	Blaine Osterling-4	312 748-1112
Park Forest South v*	CM	5	....	George J. Paluch 73	....	....	....	....	....	312 534-6451
Park Ridge*	CM	43	Martin J. Butler 5/77	Herman C. Spahr 70	James S. Milburn	Mrs. C. E. Schmidt	Norman A. Brown	Henry J. Ediger	T. A. Fredrickson-4	312 823-1161
Paxton	MC	4	L. John Lee 5/77	....	William Archer-2	James P. Graham	Mike Siebert	John Schlub	James Lynch	217 379-4022
Pekin	CO	31	William L. Waldmeier 5/75	....	W. D. Jansen	C. P. Smith	Charles E. Hudson	George Harris	Al Gasper-5	309 346-3132
Peoria*	CM	127	Richard E. Carver 5/77	Robert O. Wright 70	William W. Kumpf	P. G. Bardezbanian-2	Hugh D. Bennett	Allen Andrews	H. L. McIntosh	309 673-3763
Peoria Heights v	MC	8	Raymond L. Picl 5/77	....	Mildred Leas	Ronald Dennis	William Bair	Ned Pendleton	George Dwyer	309 685-7321
Peru	MC	12	Donald L. Baker 4/77	....	Patricia Gately	Patricia K. Gately	Robert B. Ozonelos	John Lawniczak	G. M. Billard-4,5	815 223-0061
Petersburg	MC	3	(not reporting)							217 632-2156
Phoenix v†	MC	4	William Hawkins 4/77	....	Benita Griffis	Pershing Broome	George Berry	Fred J. Richardson	Walter Williamson	312 331-2636
Pinckneyville	CM	3	Jacob Bender 5/75	....	Virginia Bartle	Virginia Cunningham	Harlan Yeager	Henry Porter	Elvin Rigdon	618 357-6916
Pittsfield	MC	4	W. Dudley Williams 4/77	....	Donald F. Hanback	....	Robert Groom	Jess H. Hull	....	217 285-4484
Plainfield v	MC	3	(not reporting)							815 436-2612
Plano	MC	5	(not reporting)							312 552-8275
Polo	MC	3	(not reporting)							815 946-3514
Pontiac	MC	9	Joseph Patinor	....	Alice M. Hawbaker	Evan Six	James Myers	Edward C. Hamilton	Ray Sandifer	815 844-6752
Posen v†	MC	5	Joseph J. Smaron 4/77	....	Steve S. Otrosa	....	Walter Zimny	Raymond Powers	....	312 385-0139
Princeton	MC	7	R. H. Eckdahl 4/75	....	M. Grampp	L. Newcomer	Richard Heaton	Geo. Eggers	Harold Buchanan	815 875-2631
Quincy†	MC	45	Don W. Nicholson 4/77	Donald Burning	Kenneth Kircher	John D. Shull-2	Lewis Berry	Harold Hunsaker	C. R. Baxter	217 223-6370
Rantoul v	MC	26	Jack McJilton 5/77	....	R. D. Little	L. B. Schelling-2	S. G. Little	E. Quick	A. Rodgers-5	217 892-2101
Red Bud	MC	3	Elmer Schuchmann 5/75	....	Jessey Hahn	Henry Thielen	Earl Nurnberger	Elmer Schuchmann	....	618 282-2315
Richton Park v*	CM	3	Frank S. Farrell 77	Robert Toone 73	Jacquelyn Wollenhaupt	....	James Waitekus	Russell Gardner	James Corsaro-5	312 748-1288
River Forest v	MC	13	Daniel J. O'Leary 4/77	....	Carl F. Whisler-2	William L. Eifrig	Thomas B. Riley, Jr.	Albert W. Berry	Robert W. Bunge-5	312 369-8500
River Grove v	MC	11	Elmer E. Wolf 4/77	Matthew Hetzer	George L. Sisko	....	Frank Mullaly	Robt. E. O'Hallen, Sr	Frank Loni	312 453-8000
Riverdale v	MC	16	Frank J. Heenan 4/77	....	Mary H. Petriko	Mary H. Petriko	Herbert Schmidt	Peter A. Sanders	Donald Krause	312 841-2200
Riverside v*	CM	10	Louis J. Komorous	C. Harold Eash 68	Emily R. Meyer	Lillian Shramek	Anton Fridrych	Donald Doneske	....	312 447-2700
Robbins v	MC	10	Marion L. Smith 4/77	....	Willie Ward	....	Richard Williams	Odell R. Lyons	....	312 385-8606
Robinson	MC	7	Donald G. Gubelman 4/77	....	Wayne Welsh	....	Harry D. Drake	Howard W. Kirchhoff	....	618 544-7616
Rochelle†	MC	9	Bill Cipolla 4/75	....	John T. Havens	....	Wm. Lower	Jerry Bratcher	....	815 562-6161
Rock Falls v	MC	10	Louis J. Pignatelli 4/77	....	Earl Forehand-2	....	Carl N. Sommers	Carl N. Sommers	....	815 625-6809
Rock Island*	CM	50	James H. Haymaker 5/77	Raymond P. Botch 61	Wm. J. Tacey, Jr.	Wm. J. Tacey, Jr.	Glen Ayers	Charles Meyers	Donald L. Smith-4	309 788-7463
Rockford	MC	147	Robert W. McGaw 5/77	....	Ray Olson	Ray Olson	James Cragan	Delbert E. Peterson	Patrick Dougherty	815 965-4711
Rolling Meadows*	CM	19	Roland J. Meyer	James E. Watson 69	Eileen D. Kornatz	....	T. J. Fogarty	Lewis R. Case	John P. Hennessy	312 394-8500
Romeoville v§	MC	13	Dewey Chambers 5/77	W. Barry Baker 74	Paul A. Drdak	....	Albert F. Stadelmaier	Fred Hayes	Julius H. Dorich-5	815 886-2900
Roselle	MC	5	Joseph L. Devlin 4/77	....	Ruby R. Karner	....	Robert Lagerhausen	James E. Munroe, Jr.	Jerry A. Botterman	312 529-9331
Rosemont v	MC	4	Donald E. Stephens 4/77	....	Elsie J. Fregeau	....	Gary Hopkins	Richard V. Drehobl	Robert W. Lange	312 825-4404
Round Lake Beach v	MC	6	Carl Schrimpf 4/77	....	Eva L. Sturrock	Donald Lange	....	Harold Kruckow	....	312 546-2351
Round Lake Park v	MC	3	(not reporting)							312 546-2790
Rushville	MC	3	....	....	Mary E. Rice	Robert McMillen	Don Dean	Frank Shaw	....	217 322-3833
St. Charles	MC	13	Edward A. Spriet 4/77	....	Luella Hoffman	R. W. Henningson-2	Karl C. Madsen	Donald Rogers	Allan Johnson-5	312 584-2700
Salem*	CM	6	Charles L. McMackin 4/75	Lawrence A. Asaro 73	Terry Miller	....	....	Robert L. Westman	....	618 548-2222
Sandwich	MC	5	(not reporting)							815 786-4321
Sauk Village v	MC	7	Roger F. Theisen 4/77	Theodore R. Theodore	Agnes M. Theodore-2	Edward S. Zsido	Leroy Hawkins	Marion A. Young	Edward Nieft	312 758-3330
Savanna	MC	5	Donald H. Nehrkorn 4/77	....	Laird Castle	June H. Myers	Benny Hess	James P. Moore	Paul E. Hartman-5	815 273-2251
Schaumburg v	MC	35	Robert O. Atcher 5/75	J. E. Coste	Sandy Carsello	Joe Castor	Lloyd Abrahamsen	Martin J. Conroy	J. C. Smith	312 894-4500
Schiller Park v	MC	13	Edward E. Bluthardt 4/77	....	Walter Bykowski	James Pater-2	Walter Siwek	Edward Borg	John Esposito	312 678-2550
Shelbyville	CM	5	John L. Heinlein 5/77	Marjorie Sylvester 65	Marjorie S. Sylvester	Charles W. Lloyd	....	Raymond Prosser	....	217 774-3722
Silvis	MC	6	William L. Tatman 5/77	....	Juanita M. Gillespie	....	Norman Schadt	Gary Williams	Marlin Laity-5	309 792-9181
Skokie v*	CM	69	Albert J. Smith 4/77	John N. Matzer, Jr. 70	William Siegel	William Hibner	Jerome P. Burke	Kenneth Chamberlain	Bernard J. Hohs-5	312 673-0500
South Beloit	MC	4	Gary E. Pierce 5/75	....	Glenn A. Klebsdel	Fred Wicks	David Bliss, Sr.	Clair Grover	William Goldsworthy-5	815 389-3023
South Chicago Heights v	MC	5	(not reporting)							312 755-1880
South Elgin v	MC	4	T. J. Rolando, Jr.	....	Dale D. W. Stevens	Dale Boose	Kern Martin	James A. Hansen	John E. Peters	312 742-5780

South Holland v	MC	24	Harold J. Gouwens 4/77	. . . .	Raymond Gouwens	Willard Vander Zee	Orval Kansfield	John Rinkema	Andrew Van Deraa-5	312 333-0572
South Jacksonville	MC	3	Richard H. Godfrey 4/77	. . . .	T. W. Goodwin	Ralph Sullivan	Willard Hickox	Orlia E. Thomas	. . . .	217 245-4803
Sparta	CM	4	Delbert H. Hayer 4/75	. . . .	Ronald E. Cavalier	. . . .	Burdell G. Menke	Charles E. Meyers	. . . .	618 443-2917
Spring Valley	MC	6	Joseph Ruva 5/77	. . . .	Beverly West	James Tieman	Gene Scheri	Donald Cromwell	Mickey Byrne	815 664-4221
Springfield	CO	92	William C. Telford 4/75	. . . .	Buraldine Daykin	James A. Dunham	John Bartlett	William Hall	Frank G. Madonia	217 789-2000
Staunton	MC	4	Russell Masinelli 3/77	. . . .	Elton O. Schaefer	Lewis Jacobs	Carl Stemploski	Vinson Boster	Richard Kapp	618 635-3333
Steger v	MC	8	Louis Sherman 4/77	. . . .	William M. Hodge	Marcia Piacentini	Harold Hecht	Robert Myers	Maynard Maross	312 754-3395
Sterling	MC	16	James A. Ellmaker 4/75	. . . .	Pamela McAleese	John F. Dewind-2	Richard Nicols	James S. McKenna	George Biszak	815 625-0860
Stickney v	MC	7	George B. Rench 4/77	. . . .	John W. Wolford	Mary Ellen Prerost	Joseph Steinhoff	Edward Stromski	Joseph Harvat	312 749-4400
Stone Park v	MC	4	William J. Francione 4/77	. . . .	Harry Jack	Steve J. Cosmos	John Davis	Ted L. Rhea	Gail H. Jessup	312 345-5550
Streamwood v*	CM	18	Frank J. Schumacher 4/77	John F. Petrie, Jr. 69	Beverly D. Stanevich	Edith C. Gilbert	Thomas Holz	Donald McGowen	Joseph Kollar	312 837-0200
Streator†	MC	16	Theodore G. Bakalar	. . . .	Edward Nowotarski	Eugene Bednar	Albert Guy	David Kaschak	John Bodznick	815 672-2517
Sullivan	CM	4	Leon Lane 5/75	. . . .	Floyd Buckalew	. . . .	. . . .	Dean Rozene	. . . .	217 728-7622
Summit v	MC	12	George Janchenko 4/79	. . . .	John J. Kirk	Joseph Yerkovich	John Schoonveld	Joseph Czekala	Albert Baker	312 458-5421
Swansea v	MC	5	Donald R. Melhorn 4/77	. . . .	Paul Krupp	Robert Muren	Richard Schobert	Henry Hodge	. . . .	618 234-0044
Sycamore	MC	8	Harold L. Johnson 76	. . . .	Charles N. Carter	. . . .	Arthur G. Peterson	. . . .	Russell R. Worden	815 895-4515
Taylorville	MC	11	Daniel G. Reese 4/77	. . . .	D. Keith Dorris	. . . .	William Cummings	Roger E. Jones	. . . .	217 824-2101
Thornton v	MC	4	Delbert C. Emerick 4/77	. . . .	Doris L. Walter	John Borring	Paul Diekelman	Louis Wawrzyniak	Peter Den Hartog	312 877-6136
Tilton v†	MC	3	Herschel Jones 4/76	. . . .	Rod Brooks	Richard Ren	Don Dunavan	Don Tinder	Lyle Blue	217 442-4178
Tinley Park v§	MC	22	. . . .	Richard D. Gregg 74	. . . .	. . . .	. . . .	. . . .	. . . .	312 532-7700
Tuscola	MC	4	Garland Strohl 5/77	. . . .	Harold Scheu	. . . .	Dennis Dietrich	Milton Wirick	. . . .	217 253-2112
Urbana	MC	33	Hiram Paley 5/77	Richard M. Franks 74	Duane Eckerty	Richard M. Franks	C Earl Paris	Charles N. Leary	James Glover	217 328-3361
Vandalia†	MC	5	Elvin Washburn 5/77	. . . .	Rose Ann McAlpin	. . . .	Leo D. Brown	E. Dale Slater	Howard E. Smith	618 283-1196
Venice	MC	5	(not reporting)							618 877-2114
Vernon Hills v§	CM	1	John T. Sullivan 4/77	Peter Barron 73	. . . .	. . . .	. . . .	. . . .	. . . .	312 362-5800
Villa Grove	MC	3	(not reporting)							217 832-4721
Villa Park v*	CM	26	Willard J. Phillimore 4/75	Robert Gostanian 74	Joan Wayman	Robert Vedas	Charles Pickerill	O. Albuschat	Karl Leisering	312 834-8500
Virden	MC	4	Earl Bristow 5/77	. . . .	Harry Miller	Glen Hulcher	Albert B. Fuiten	Jerald Maguire	Frank Musso	217 965-3711
Warrenville	MC	4	William T. Stafford 77	. . . .	Lucy Bernard	. . . .	Clifford Johnson	William R. Phillips	. . . .	312 393-9427
Washington§	MC	7	Edward Habecker, Jr. 5/77	Rod D. Clausen 72	Virginia L. Tully	Vincent Baker-3	Herschel Whitaker	Norman M. Martin	John Williams-5	309 283-3196
Washington Park v	MC	10	S. H. Wilkirson 4/77	. . . .	Michael J. Racz	Joe G. Vargo	Walter Bartels	Louis Oliver	Hubert Butts	618 874-0115
Waterloo*	CM	5	Robert C. Krump 4/75	Enos Purcell 71	Harold Hirstein	Anselm Hellmer	Louis Nobe	Keith Branson	. . . .	618 939-8661
Watseka	MC	5	Ernest A. Grove 4/77	. . . .	Cloyce K. Nichols	. . . .	Kenneth Eastburn	Kenneth German	Jerry Lacy	815 432-2711
Wauconda v	MC	5	John E. Dianis 4/77	. . . .	Frances M. Stanke-2	Claude E. Goetz	Kenneth McGill	John G. Now, Jr.	John H. Kuester-5	312 526-8786
Waukegan	MC	65	Robert V. Sabonjian 5/77	. . . .	Howard A. Guthrie	. . . .	Richard W. Niemi	George R. Pasanelli	E. E. Smith	312 623-2500
West Chicago	MC	10	Richard J. Truitt 77	George R. Catalano 74	Arthur E. Giese	George R. Catalano	James Hamlin	Joseph Buenrostro	T. J. Daniels, Jr.	312 231-3322
West Dundee v	MC	3	Kenneth Aniballi 4/77	. . . .	Nancy Ervin	. . . .	Walter Pertiet	Robert Gough	Raymond Johnson	312 426-6161
West Frankfort	MC	9	Mike McClatchey 5/75	. . . .	Tom Griffin	B. J. Witunski	Fred Harkins	Tom Aaron	. . . .	618 932-3262
Westchester v*	CM	20	Fred C. Wedinger 4/77	Charles M. Danek 57	Luella M. Seida	Owen Langeland	David P. Fornell	Edward Pulia	. . . .	312 345-0020
Western Springs v*	CM	12	Robert J. Lavidge	O. J. Willoughby 66	Frank C. Everitt	Richard F. Ratkowski	John W. Goodwin	G. Graves	Richard J. Skoda	312 246-1820
Westmont v*	CM	8	James L. Wright 4/77	MacD. Manning, Jr. 69	Curtis A. Ferestad	Eileen L. Moeller	Frank J. Johanik	Harry Mottlow, Sr.	George J. Rickert	312 968-0560
Westville v	MC	4	Louis Zemberletti 4/77	. . . .	Emmlu Brewer	Merle E. Liggett	Joseph Starks	Charles Barton, Jr.	. . . .	217 267-2131
Wheaton*	CM	31	Ralph H. Barger 4/75	William E. Kirchhoff 73	Edward M. Grapp	Ida Kellick	Donald C. Ludy, Sr.	A. L. Applegate	Joseph R. Knippen	312 668-3130
Wheeling v*	CM	15	Ted C. Scanlon 4/77	George C. Passolt 71	Evelyn Diens	George C. Passolt	Bernhardt Koeppen	Peter Guttilla	L. Oppenheimer	312 537-2141
White Hall	MC	3	(not reporting)							217 374-2345
Willow Springs v†	MC	3	Walter O. Bucki 4/77	. . . .	Eleanore Makutenas	Richard Cone	Lee Reynolds	Michael Corbitt	Harold Fandrey	312 839-2701
Wilmette v*	CM	32	Warren L. Burmeister 4/77	Stan E. Kennedy 74	Stan E. Kennedy	Robert R. Koester	Fred J. Behrendt	Fred W. Stoecker	Peter Zazvrskey	312 251-2700
Wilmington†	MC	4	Dwight P. Witt 77	. . . .	James C. Johnston	Russell Hotyrud	Chester Moberly	Charles Bridgewater	Bobby Cantrell-5	815 476-9322
Winfield v	MC	4	Robert J. Lee 4/77	. . . .	Claire Jedlovic	. . . .	Robert S. Stuart	Carl Sostak	. . . .	312 665-1778
Winnetka v*	CM	14	Augustus Knight, Jr. 4/76	Robert A. Buechner 71	Robert A. Buechner	Kenneth A. Klein	Rod A. Porter	Don R. Derning	Max L. Whitman-4	312 446-2500
Winthrop Harbor v	MC	5	Arthur E. Fossland 4/77	. . . .	Viola Madden	Leland Borland	William Blagg	Harley Bone	James Petersen	312 872-3846
Wood Dale*	CM	9	Lewis D. Mazzuca	Raeldon R. Barker 74	Geraldine Jacobs-2	. . . .	William Stanek	Joseph Mandarino	. . . .	312 766-4900
Wood River*	CM	13	William A. Magurany 4/77	Richard Underkofler 74	Marilyn L. Feezel	Phillip L. Ford-2	Ervin Thien	Ralph R. Skinner	George W. Ghent-4,5	618 254-0123
Woodridge v§	MC	11	Joel A. Kagann 4/77	Berton G. Braun 73	Elaine Derezotas	Timothy Wilson	. . . .(6)	Donald Mattice	Gary Welch	312 852-7000
Woodstock*	CM	10	H. Joseph Gitlin 4/77	John A. Hayes 73	Eugene A. Philipp	Glen Kiger	Phil Parker	Herbert Lange	Roy L Allen-4	815 338-4300
Worth v	MC	12	(not reporting)							312 448-1182
INDIANA (147)										
Alexandria	MC	5	R. Max Branch 12/75	. . . .	Lucille Bradford	Lucille Bradford	Jay Riggs	James Ledford	. . . .	317 724-4633
Anderson	MC	71	(not reporting)							317 644-8821
Angola	MC	5	John C. McBride 76	. . . .	Barbara S. Booth	. . . .	R. E. Meek	Gerald C. Lett	. . . .	219 665-2514
Attica	MC	4	(not reporting)							317 762-2467
Auburn	MC	7	John L. Foley 12/75	. . . .	Patricia Clark-2	Patricia Clark	Bill L. Walters	Duane L. Keesler	John L. Foley	219 925-1500
Aurora	MC	4	John D. Largent 12/75	. . . .	Anthony Lesko	Anthony Lesko	Donald Bowling	William Lusby	John D. Largent	812 926-1777
Austin t	MC	5	(not reporting)							812 794-2877
Batesville	MC	4	Paul L. Lindenmeyer 12/75	. . . .	Myron G. Gehring	. . . .	Herman J. Artmire	William Dramann	. . . .	812 934-4511
Bedford	MC	13	Lovell L. Harp 12/75	Mildred Szatkowski 64	Reva Jane Kern	Reva Jane Kern	William H. Torey	Joe Kirkman	Lovell L. Harp	812 275-2112

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
INDIANA (147) continued										
Beech Grove	MC	13	Elton H. Geshwiler 12/75	. . . .	Ruth Raymann	Ruth Raymann	Walter J. Bright	J. Warner Wiley	C. O. Driskell	317 784-3003
Berne	MC	3	Willard Wulliman 12/76	. . . .	Lores Stucky	. . . .	Albert Yoder	Don Grove	. . . .	219 589-2169
Bicknell	MC	4	(not reporting)							812 735-4636
Bloomfield t	MC	3	William S. Harrah 12/75	. . . .	Lee H. Timmons	. . . .	B. David Workman	Larry L. Leffler	. . . .	812 384-4114
Bloomington	MC	43	Francis X. McCloskey	. . . .	Grace Johnson	Martha E. Sims	Richard Gose	Carl Chambers	Rasoul Istrabadi	812 339-2261
Bluffton	MC	8	Wm. M. Fryback 12/75	. . . .	Pauline Niblick	. . . .	Marion Osborn	Jack Fuller	. . . .	219 824-0612
Boonville	MC	6	(not reporting)							812 897-1230
Brazil	MC	8	Norval Pickett Jr. 76	. . . .	Raymond Snyder	. . . .	William Beeler	Mose Marks	Norval Pickett, Jr.	812 443-2221
Bremen t	MC	3	(not reporting)							219 546-2471
Brookville t	MC	3	Robert Feller 12/75	. . . .	Virgil Tebbe	. . . .	Mike Wilson	Chester A. Cly	. . . .	317 647-5071
Brownsburg t	MC	5	(not reporting)							317 852-2253
Carmel t	MC	13	Fred T. Swift 12/75	Neil B. Schmeltekop	Peggy Lou Smith	Peggy Lou Smith	Donald Swails	James Beard	James Dougherty	317 846-7314
Cedar Lake t	MC	8	Barbara H. Fuchs 12/74	. . . .	G. H. Kortokrax	G. H. Kortokrax	. . . .	Edwin C. Moody, Jr.	. . . .	219 374-7000
Charlestown	MC	6	John K. Bowen 12/75	. . . .	Dorothea Jenkins	Dorothea Jenkins	Robert Brewer	Palmer Chester	John K. Bowen	812 256-3422
Chesterfield t	MC	3	(not reporting)							317 378-3331
Chesterton t	MC	6	. . . .	. . . .	Mary Louise Cherry	C. Robert Wilson	Ralph Brooks	James S. Piper	. . . .	219 926-1136
Clarksville t	MC	14	John Leuthart, Jr. 12/75	Alden J. Moore	R. E. Foster	. . . .	James G. Kaster	William T. Day	. . . .	812 288-7155
Clinton	MC	5	(not reporting)							812 832-6270
Columbia City	MC	5	Leland Mike Williams	. . . .	Franklin Dillman	Franklin Dillman	Phil Geiger	Charles Davis	Edward Berwert	219 244-5141
Columbus	MC	27	Max Andress	. . . .	Ruth Hubbard	Ruth Hubbard	Maurice Jordan	David Hilycord	David Eason	812 376-3371
Connersville	MC	18	William F. Collins 1/76	. . . .	Vivian C. Smith	Vivian C. Smith	Bobbie L. Gruell	Jerald L. Weldin	Scott M. Adams-5	317 825-1271
Corydon t	MC	3	(not reporting)							812 738-3958
Covington	MC	3	Donald Youngblood 12/75	. . . .	Josephine Bodine	Josephine Bodine	Robert Baldwin	Max E. Keller	Donald Youngblood	317 793-2331
Crawfordsville	MC	14	David C. Gerard 12/75	. . . .	Mary K. Hutson	Mary K. Hutson	Robert Oliver	Jack Clements	Robert E. McBeth-4	317 362-3804
Crown Point	MC	11	(not reporting)							219 663-0085
Danville t	MC	4	. . . .	C. Richard Whicker	Roberta Craft-2	. . . .	Larry Crouch	Merle Funk	Vergil Sexton	317 745-5446
Decatur	MC	8	Harry H. Hebble 12/75	. . . .	Virginia A. Houk-2	. . . .	Cedric L. Fisher	Grover Odle	. . . .	219 724-4307
Delphi	MC	3	Wayne Vansickle 11/76	. . . .	Arvella Burge-3	Arvella Burge	Franklin Vansickle	Larry Pownell	Glen Harner	317 564-2097
Dunkirk	MC	3	(not reporting)							317 768-6061
Dyer t	MC	5	(not reporting)							219 865-2421
East Chicago	MC	47	Robert A. Pastrick	. . . .	Mrs. John Brozovic	James W. Knight	Richard Philpot	Robert Stiglich	James W. Knight	219 398-4200
East Gary	MC	10	Carl Jacobs 12/75	. . . .	Betty Sonntag-2	. . . .	Dominic Bonomo	Harold Lasage	George Helmecy	219 962-3111
Edinburg t	MC	5	John J. Saberton 12/75	Raymond Mitchell 71	Eva May McMillan	Eva May McMillan	Vernon Cook	Raymond H. Burton	. . . .	812 526-5600
Elkhart	MC	43	Daniel E. Hayes 12/75	. . . .	Dixie Haas	Gaylord L. Russell	Richard Moore	David L. Pennington	George H. Lutz-4	219 294-5471
Elwood	MC	11	(not reporting)							317 552-2491
Evansville	MC	139	Russell G. Lloyd 12/76	. . . .	William C. Middleton	John F. Gaither-2	John J. Ziccardi	David L. Jackson	Henry E. Sauer-5	812 426-5000
Fairmount t	MC	3	. . . .	. . . .	Howard M. Hamilton-1	James Draper	Wade Morris	Fred Ford	. . . .	317 948-4632
Fort Branch t	MC	3	(not reporting)							812 753-7662
Fort Wayne	MC	178	Ivan A. Lebamoff 12/75	David J. Kiester	Charles Westerman	Edward G. Kamnikar	Thomas A. Heckman	Robert Gebhard	Jerry D. Boswell	219 423-7211
Fowler t	MC	3	(not reporting)							317 884-0570
Frankfort	MC	15	Clifford G. Kays 12/75	. . . .	Mary J McMahon	. . . .	Max Clark	Frank Hemmerling	Clifford G. Kays	317 654-5715
Franklin	MC	11	F. Edward Van Divier 12/75	. . . .	Donald W. Grooms	Donald W. Grooms	Glenn Moore	James Skaggs	. . . .	317 736-7115
Garrett	MC	5	John A. Simon 12/76	. . . .	Marcella Zerns	. . . .	Lyle Tarlton	John Herczeg	Charles E. Smith, Sr.	219 357-4033
Gary	MC	175	Richard G Hatcher 12/75	. . . .	Betty Malinka	Henry Coleman	Rixie McCarroll	Charles Boone	. . . .	219 944-1500
Gas City	MC	6	Eugene Linn 12/75	. . . .	Frank Hillman	. . . .	Joseph Miitsch, Jr.	Kenneth Ellis	. . . .	317 674-5728
Goshen	MC	17	Ralph B. Schenk 12/76	. . . .	Phyllis D. Roose-2	Phyllis D. Roose-2	Robert E. Moriarty	Devoe Stoner	. . . .	219 533-8621
Greencastle†	MC	9	Raymond S. Fisher 12/75	. . . .	Jane Harlan-2	. . . .	Lester Haltom	John Pursell	Raymond S. Fisher	317 653-9211
Greendale t	MC	4	(not reporting)							812 537-1321
Greenfield	MC	10	Wm. R. Blue	. . . .	Anna Lou Brown	. . . .	Robert Millis	Charles Glidewell	. . . .	317 462-4402
Greensburg	MC	9	George E. Barnett 1/76	. . . .	Mary M. Maynard	. . . .	Paul Demaree	Charles R. Richey	. . . .	812 662-5344
Greenwood	MC	11	John O. Boner 12/75	. . . .	Ray Alishouse	. . . .	Richard Vanvaler	Robert Haugh	John O. Boner	317 881-8696
Griffith t	MC	18	. . . .	. . . .	Florence E. Kaegebein	F. E. Kaegebein	William Kane	Robert Herod	Glen Reyome-5	219 838-7500
Hammond	MC	108	Joseph E. Klen 12/75	. . . .	Stanley Kulik	Donald E. Gavit	Ben S. Michaw	George W. Wise	Anthony Abildua	219 853-6300
Hanover t	MC	3	Burnett Fields 12/76	. . . .	Barbara S. Trimble	Barbara S. Trimble	. . . .	. . . .	James Long	812 866-2131
Hartford City	MC	8	(not reporting)							317 348-0410
Highland t	MC	25	Jack F. Silverman 12/75	. . . .	Irene Ketchum-3	Irene Ketchum	Arthur Dykhuis	William E. Needles	R. G. Bradley-5	219 838-1080
Hobart	MC	21	Lilburn J. Titus 12/75	. . . .	Oolah B. Evans	. . . .	H. Richard Harrigan	Robert Frank	Lilburn J. Titus	219 942-1940
Huntingburg	MC	5	Dale W. Helmerich 12/75	. . . .	John N. Martin	John N. Martin	Francis Carson	Donald L. Stonecipher	. . . .	812 683-2211
Huntington	MC	16	John F. Knop 12/75	. . . .	Helen L. Kramer-2	Helen L. Kramer	Robert Holmes	Harold E. Kramer, Sr.	Gordon L. Watson	219 356-4714

Indianapolis.	MC	792	Richard G. Lugar 12/75	. . . .	Jean Wyttenbach	Alfred Green	Donald Lamb	Kenneth Hale	Roger C. Pate	317 633-3200
Jasper.	MC	9	Robert Parker	. . . .	Mary Lou Kelley	. . . .	Edwin Hochgesang	Cletus Eckert	. . . .	812 482-6944
Jeffersonville.	MC	20	(not reporting)							812 283-4451
Kendallville	MC	7	J. W. Riemke 12/75	. . . .	Marjorie M. Leighty	. . . .	L. McGahen	B. Wilondek	B. W. Jansen	219 347-2452
Knox	MC	4	Charles Moroni 1/76	. . . .	James Crider	James Crider	Paul Corey	Thomas Casey	. . . .	219 772-3032
Kokomo.	MC	44	John M. Peacock 12/75	. . . .	Linda Boyd	John F. Daly-2	Robert Donoghue	Earle Howard	John F. Daly	317 452-4058
La Porte.	MC	22	Dennis F. Smith 12/75	. . . .	Dorothy M. Anderson-2	. . . .	Walter F. Lange	Eugene Rehlander	. . . .	219 362-3175
Lafayette	MC	45	James F. Riehle 12/75	. . . .	Marjorie Griffith	Richard T. Parlon-2	Robert E. Taylor, Jr.	Paul O. Butler	Maurice E. Callahan-4	317 742-8404
Lawrence t	MC	17	Morris Settles 12/75	. . . .	William D. Hall	William D. Hall	Gerald Krug	Thomas Whitehead	Bill Gann	317 545-6191
Lawrenceburg.	MC	5	(not reporting)							812 537-2234
Lebanon	MC	10	Robert M. Campbell 12/75	. . . .	Ann Garoffolo	. . . .	Noble Rose	James Stout	. . . .	317 482-1218
Ligonier.	MC	3	Grover H. Patrick 12/75	. . . .	Ruth C. Miller	. . . .	Donald E. Gillespie	Robert B. Durham	. . . .	219 894-3123
Linton	MC	5	Robert C. Walters 12/75	Robert Lemonds 73	Thelma Evelyn Dye	. . . .	Jack J. Allen	Harold D. Brashear	. . . .	812 847-7014
Logansport	MC	19	Martin E. Monahan 12/75	. . . .	Pauline R. Minter-3	Pauline R. Minter-3	Bobby B. Bannon	Pasquale D. Rozzi	Robert D. Minnick	219 753-4745
Long Beach t.	MC	3	Robert J. Burnham 12/74	. . . .	Howard T. Houck	Howard T. Houck	Kenneth A. Timm	Robert F. Sensow	. . . .	219 874-6616
Loogootee.	MC	3	(not reporting)							812 295-2497
Lowell t.	MC	4	Randall R. Ruge 12/74	Albert Bachman	Marcia Carlson	. . . .	Robert Kuiper	Robert N. Callahan	. . . .	219 696-7794
Madison	MC	13	Brooks E. Davis 12/76	. . . .	Gertrude Schlereth-2	G. E. Schlereth-2	Charles Harrod	Ralph E. Armand	David Basham	812 265-4033
Marion.	MC	40	W. Ray Burns 12/76	Betty Stinnett	Willard Blackman	Betty Stinnett	Fred Shinault	Donald Owings	James R. Browne	317 662-7307
Martinsville	MC	10	James D. Gardner 12/75	. . . .	Judson D. Dutton	. . . .	Kenneth Burns	Jack Stanley	John Drapalik-4	317 342-2861
Michigan City†	MC	39	Randall C. Miller 12/75	Kenneth W. Seeling	John Burke	Kenneth W. Seeling	Wm. E. Whiten	Barry Nothstine	Kenneth W. Seeling	219 872-2585
Mishawaka	MC	36	Margaret H. Prickett 11/76	. . . .	Thomas K. Bodle	Pasquale Portolese	James Nichols	Jay Stebbins	R. Wyatt Mick, Jr.	219 255-1421
Mitchell.	MC	4	(not reporting)							812 849-2151
Monticello.	MC	5	Carl A. Capper 12/75	. . . .	Phyllis A. Hitner-2	. . . .	Harry J. Franks	William Green	W. H. Gingrich	219 583-5712
Mooresville t.	MC	6	Ronald Griffith 12/75	. . . .	Marilyn Miller	. . . .	Richard Keller	Harold Martin	. . . .	317 831-1608
Mount Vernon.	MC	7	Jackson L. Higgins 12/75	. . . .	Laura C. Bullard	. . . .	Leonard L. Kuhn	Wilfred Clark, Jr.	. . . .	812 838-3317
Muncie	MC	69	Paul J. Cooley 12/75	R. Vernon Fox 72	Scott A. Hole	Mary Alice Cherry	Ronald True	Cordell Campbell	Mary Hochstetler	317 747-4831
Munster t.	MC	17	Russell A. Snyder	. . . .	Lois A. Schoon	. . . .	M. C. Smith	Lois Beratis	John N. Bunnell	219 836-8810
Nappanee	MC	4	James E. Newcomer 12/75	Elnore J. Senff	Elnore J. Senff	. . . .	Delbert E. Yoder	Richard D. Middaugh	. . . .	219 773-4112
New Albany.	MC	38	Warren V. Nash 12/75	. . . .	Thelma Hendershot	C. W. Jones-2	Robert Herman	Sarkis D. Sarkisian	Charles Hunter-4	812 945-7641
New Castle	MC	21	Scott Bouslog	. . . .	Betty L. McGee	Betty L. McGee	Charles Carlton	Tom Burk	Cecil Thompson	317 529-3502
New Haven	MC	6	(not reporting)							219 749-1911
New Whiteland t.	MC	4	Ralph Back 12/75	. . . .	Thelma M. Meadows-2	Thelma M. Meadows-3	Wayne Walters	Winfrey E. Burton	. . . .	317 535-7500
Noblesville†.	MC	8	Max E. Robinson 12/75	. . . .	May Cook-2	May Cook-2	James B. Bailey	Joseph H. Bay	James F. Berridge-4	317 773-3278
North Manchester t.	MC	6	(not reporting)							219 982-6536
North Vernon	MC	5	Howard Hendricks	Vicki Kipper	Vicki Kipper	Vicki Kipper	Dean Pearcy	Wallace Leahigh	Joseph Siener	812 346-5907
Oakland City	MC	3	(not reporting)							812 749-3222
Paoli t	MC	3	Austin Foster 12/75	. . . .	Wendell Cadle	. . . .	Bill Barnes	Warren Petty	Gene Holland	812 723-2739
Peru.	MC	14	Ed Moon 12/75	. . . .	Mary Helen Gaunt	Mary Helen Gaunt	Dean Eberle	Richard Blair	Dick McElheny	317 472-2344
Petersburg.	MC	3	Donald R. Wyatt 12/75	. . . .	Goldie Logan-2	. . . .	Willard Kelshaw	Bernard Willis	. . . .	812 354-8515
Plainfield t.	MC	8	. . . .	. . . .	Virginia H. Weber-2	. . . .	James L. Masten	Lee E. Miller	. . . .	317 839-2561
Plymouth.	MC	8	Charles O. Glaub 12/75	. . . .	Burford M. Ohler-3	. . . .	Robert S. Shaffer	Gary C. Duff	. . . .	219 936-2124
Portage	MC	19	Robert E. Goin 1/76	. . . .	Virginia L. Thomas	Virginia L. Thomas	Joseph Erdelac	Robert E. Ribley	Robert E. Goin	219 762-5425
Porter t	MC	3	Andrew Valpatic 12/74	. . . .	Lila L. Hokanson	. . . .	Carl Randler	Leonard Smith	. . . .	219 926-2771
Portland.	MC	7	Robert J. Ford 12/75	. . . .	Mary L. Foltz	. . . .	Ray D. Williams	Charles Privett	. . . .	317 726-4040
Princeton.	MC	7	Walter E. Vinson 1/76	. . . .	Geneieve Brines	Geneieve Brines	William White	Ronald Dunning	. . . .	812 385-3498
Rensselaer.	MC	5	Emmett W. Eger 12/75	. . . .	Denver Tudor	. . . .	Lawrence Swartz	Jack Ennis	. . . .	219 866-7611
Richmond	MC	44	Byron E. Klute	. . . .	Margaret Mellen	Jerald Judge	William Berry	Donald L. Strahan	Jerald Judge	317 966-5561
Rochester	MC	5	(not reporting)							219 223-2510
Rockport	MC	3	Ferman Yearby, Jr. 12/75	. . . .	Norma Faye	. . . .	Louis Skelton	Charles Shourds	Gilbert Miller	812 649-2242
Rockville t	MC	3	Glenn C. Rose	. . . .	Paul T. Insley, Sr.	. . . .	Jack Wilson	Glen Catterson	. . . .	812 569-6253
Rushville	MC	7	Raymond M. Gibson 12/75	. . . .	Otto Moore	. . . .	Chase L. Wagoner	Robert M. Miller	Raymond M. Gibson	317 932-2672
Salem	MC	5	Ralph E. Mahuron 12/75	. . . .	Helen J. Gasaway-2	. . . .	Bert Stewart	Arvel Jackson	Ralph E. Mahuron	812 883-4264
Schererville t.	MC	4	Herman A. Parker 12/75	. . . .	Alice A. Siebert	Alice A. Siebert	Joseph Govert	Philip Spivak	Robert Nowicki	219 322-4581
Scottsburg	MC	5	Blake L. Burns 12/75	. . . .	Zelma Gladden	. . . .	. . . .	. . . .	. . . .	812 752-4343
Sellersburg t	MC	3	(not reporting)							812 246-3821
Seymour	MC	13	Christopher D. Moritz	. . . .	Gaynelle Moritz	Gaynelle Moritz	Glenn Noblitt	Donald Scott	John Trimpe-4	812 522-3423
Shelbyville.	MC	15	Jerry V. Higgins 12/75	. . . .	Delight Adams-2	Delight Adams	Robert Myers	Robert Williams	Ray Evans	317 398-4131
South Bend.	MC	126	Jerry J. Miller 12/75	. . . .	Irene Gammon	James V. Barcome	Jack R. Bland	Robert J. Urban	Rollin Farrand	219 284-9011
Southport	MC	3	(not reporting)							317 786-5489
Speedway t.	MC	15	. . . .	. . . .	Ray L. Oeth	Ray L. Oeth	Edward R. Sowell	Robert L. Copeland	Lou D. Jackson-5	317 241-2566
Sullivan.	MC	5	Ned Woodward 12/75	. . . .	Freda Hoffner	Freda Hoffner	Charles E. Dudley	David McCulloch	Charles Robbins-5	812 268-6177
Tell City.	MC	8	(not reporting)							812 547-3266
Terre Haute.	MC	70	Wm. J. Brighton 1/76	. . . .	Andrew Atelski	Joan B. Hetherington	Leroy Shipley	James L. Swift	Rudy G. Sanders	812 232-3375
Tipton	MC	5	Eldon Cage 12/75	. . . .	. . . .	. . . .	Jack McCullough	Robert Shupperd	V. Eugene Ritz	317 675-2152
Trail Creek t	MC	3	. . . .	. . . .	Beverly Higgs	Beverly Higgs	. . . .	Charles T. Congdon	. . . .	219 872-2422
Union City.	MC	4	Joe L. Metcalfe 12/75	. . . .	Wanda L. Wood	Wanda L. Wood	Richard A. Wantz	Richard Addington	Elden L. Lindley	317 964-6534

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
INDIANA (147) continued										
Upland †	MC	3	(not reporting)							317 998-2971
Valparaiso	MC	20	Elden Kuehl 12/75	....	Hallie B. Edge	....	Stanloy A. Conner	Lee E. Miller	John Hardwick	219 462-1161
Vincennes	MC	20	E. H. Montgomery 12/75	....	Thomas J. McAllister	Thomas McAllister	William Rose	Allen Clark	E. H. Montgomery	812 882-6426
Wabash	MC	13	James W. Vice 12/75	....	Barbara Naugle	Barbara Naugle-2	Jack Serll	B. Hettmansperger	....	219 563-4171
Warsaw	MC	8	(not reporting)							219 267-8894
Washington	MC	11	(not reporting)							812 254-0319
West Lafayette	MC	19	Joe S. Dienhart 1/76	....	George R. Fraser	George R. Fraser	Loron P. Wright	Lee A. Dailey	William H. Kashner-4	317 463-3571
West Terre Haute	MC	3	Dallas Day	....	James R. Mann	....	George W. Conklin	Donald Lark	Chestor Krischak	812 533-2113
Westville †	MC	3	Kathryn Bartels 1/75	....	Thelma M. Clark	....	....	Jack Sarver	....	219 785-2123
Whiting†	MC	7	Frank Harangody 75	....	Mary Jancek	....	Arnold Tobias	Raymond Warzyniak	....	219 659-3100
Winchester	MC	5	Howard D. White 12/75	....	Harry W. Freze	....	Wendell Gullett	Robert T. Jones	....	....
Winona Lake †	MC	3	David Wolkins	....	Helen Howard	....	James Y. Heaton	Howard G. Holbrook	....	219 267-8622
IOWA (116)										
Albia	MC	4	Bernard Carr 12/76	....	Carl E. Gragg-3	Carl E. Gragg	Birtus Beaumont	John Douglas	Robert Turnor	515 932-2129
Algona	MC	6	William J. Finn 12/75	....	David A. Smith	David A. Smith	Chester Willey	Richard Groen	....	515 295-5115
Altoona †	MC	3	Lloyd D. Sievers 12/75	....	Bettie Ballard	Bettie Ballard	Gordon Gill	Acel Bristoll	Craig Swartzbaugh	515 967-4249
Ames*	CM	40	William F. Polz 12/75	J. R. Castner 64	Mary E. Paul	Betty Jo Harker	Ralph Parks	Arnold Siedelmann	Arnold Chentland	515 232-6210
Anamosa	MC	4	Joe E. Legg 1/76	....	Joan Walton	Carol Elliott	Donald Brady	Richard Stivers	Harold Huston	319 462-3773
Ankeny	MC	9	Ollie J. Weigel	Jeff Segin	Anne M. Varnum	Anne M. Varnum	Marvin Frisk	Dennis Ballard	....	515 964-4201
Atlantic	MC	7	Keith R. Swanson 12/77	....	Fred L. Stuetelberg	....	Kendal C. Warne	Robert Hensel	Denney Anderson	712 243-4810
Audubon	MC	3	Jay Dee Mondenhall 12/77	....	Richard E. Lebeck	....	Cliff Petersen	Arnold Krauel	Lester Williamson	712 563-3269
Belle Plaine†	MC	3	Jerry D. McIntire 1/76	....	....	....	....	Richard Novotny	Maurice Van Hamme	319 444-2200
Bettendorf	MC	22	William C. Glynn 1/76	....	James W. Strieck	....	Arthur J. Voelliger	Steve Tometich	Gerald F. Springer	319 355-1865
Bloomfield	MC	3	Hazel Nardini 12/77	....	James Knott	James Knott	A. D. Clouse	Bill Foglesong	Carl Devereaux	515 664-2260
Boone†	MC	12	Karl L. Knodle	....	Galen M. Wiley	Galen M. Wiley	Jack Mustepha	Alfred J. Harvey	Pat McCoy-5	515 432-4211
Burlington*	CM	32	Wayne W. Hogberg 1/76	Kon Vanderslice 72	Richard W. Cain	Gerald Steff-1	Mark Zaiser	Eugeno Loose	....	319 753-2241
Camanche	MC	3	C. L. Bolte 1/76	....	Jane Munksgaard	....	B. J. Tyler	Gerald Edwards	B. J. Tyler	319 259-8446
Carroll	MC	9	William S. Ferner 12/75	Arthur F. Gute	Leon P. Oswald	....	Robert Wieland	Maurice L. Dion	Leo R. Clark	712 792-1000
Carter Lake	MC	3	(not reporting)							712 347-5800
Cedar Falls	MC	30	Jon T. Crews 12/75	....	Kenneth Tewalt-1	Kenneth Tewalt	Dale Holmes	R. A. Wood	Fred Moore	319 268-0141
Cedar Rapids	CO	111	Donald J. Canney 12/75	....	John Arthurs	Robert McMahan	Edsel McMickle	Wallace LaPeters	Richard H. Jensen	319 398-5012
Centerville	MC	7	Percy E. Norris 1/76	....	Frank R. Shopbell-2	....	Charles C. Talbot	Donald R. Curtis	Ray Padellford	515 856-3133
Chariton*	CM	5	Lloyd Moore 12/74	Bernard W. Aulwes 69	Ruth A. Ryun	....	Richard Baze	Daniel Kozak	....	515 774-5991
Charles City	MC	9	Leo J. Schula 1/76	....	Helen B. Webster-1,2	Helen B. Webster-1,2	Charles M. Ellis	John O. Gordon	Daniel H. Barrett	515 228-2631
Cherokee	MC	7	Carvel Burkhart 12/77	....	Vivian Thompson	Vivian Thompson	James Bleakly	Norman Hill	Barnette Hester-5	712 225-3676
Clarinda*	CM	5	Chester R. Lee 1/78	John D. West 74	John D. West-2	John D. West-2	Jim Williams	Vernon W. Woodard	....	712 542-2136
Clarion	MC	3	James A. Riekens 12/75	E. C. Hanson	E. C. Hanson	....	John W. Griffith	Douglas A. Dean	....	515 532-2847
Clear Lake City	MC	6	Floyd Nesbit 12/77	....	John W. Jensen	....	Pat Stork	Robert Wagner	....	515 357-5267
Clinton†	MC	35	Harold H. Domsalla 12/74	....	Earl A. Shifflett-1	O. E. Pankow	Harold W. Nelson	Henry J. Fries	Robert LaZonby-5	319 242-7545
Clive	MC	3	Roy J. Porter	....	Marjorie S. Lee	....	Bob Ruby	G. Dean Dymond	Willard J. Wray, Jr.	515 279-9793
Coon Rapids †*	CM	1	Harold C. Coder 76	Mildred Schreck	Mildred Schreck	....	Don Ridgewey	Harold C. Coder	....	712 684-7749
Coralville	MC	6	Robert Rogers	....	Helen Bourgeois	....	Russell Slade	Paul E. White	Thomas C. Ross	319 351-1266
Council Bluffs*	CM	60	Dorothy L. Strohbehn 1/75	M. Don Harmon 68	Elmer Westphal	....	Norman Elgan	N. J. Sulentic	M. R. Peerce-4	712 322-4061
Cresco	MC	4	Jerald F. Lybbert 12/75	....	Evelyn C. Baldner	....	Vincent Hornberger	Robert Cook	....	319 547-3101
Creston	MC	8	William L. Weever 12/75	....	Frances Pashek	....	Raymond Shrimpton	Robert Kessler	Art Becker-4	515 782-5217
Davenport§	MC	98	Kathrine Kirschbaum 12/75	W. K. Gearhart 73	Allyn Wiese	....	Howard Goettsch	Charles Wright	Rex D. Matthews	319 326-7711
De Witt	MC	4	Charles W. Rasmussen 12/75	....	F. L. Beal	....	Jerry Bagley	Robert L. Canaday	Everett H. Schroeder	319 659-3811
Decorah	MC	7	(not reporting)							319 382-4722
Denison	MC	6	Ralph Bilsten, Jr. 12/75	....	O. H. Webb	....	Ed Brosnahan	Raymond Fouts	Daymon Abbott	712 263-3143
Des Moines*	CM	201	Richard E. Olson	Richard A. Wilkey 74	Margaret Vernon	Charles O'Connor-1,2	Lee Williams	Wendell Nichols	Leo L. Johnson	515 283-4111
Dubuque*	CM	62	Allan T. Thomas 12/74	Gilbert Chavenelle 60	Leo F. Frommelt-1	A. G. Heitzman	Robert N. Dunphy	Robert J. O'Brien	John L. White-4	319 583-6441
Dyersville	MC	3	Donald C. Meyers 12/75	William Baum	Eileen L. Huberty	....	Leland Nebel	Allen Clouse	Eldon Waechter-5	319 875-7724
Eagle Grove	MC	4	Daryl R. Watts 1/76	Paul J. Niebur	Paul J. Niebur	Paul J. Niebur	Harry (Archie) Lalor	Curtis L. Green	Robert E. Gilbranson	515 448-4343
Eldora	MC	3	C. G. Gould 12/75	....	Jurgen Tjaden-2	Jurgen Tjeden-2	John McBride	Galen Bosch	Walter Buser-5	515 858-5182
Emmetsburg	MC	4	James Thompson	....	Rosalinda Argebright	John Spies	John M. Brennan	Pete C. Salisbury	....	712 852-4030
Estherville	MC	8	Elmer Jacob	....	Alice Voster	....	Clifford Rauhauser	Morton Evans	Edward Anderson	712 362-3574
Evansdale	MC	5	E. Homolka, Jr. 12/75	....	Earle Zeita	E. Homolka, Jr.	Kenneth Loftus	Floyd Werneke	Hugh Saul	319 232-6681
Fairfield	MC	9	Robert L. Rasmusson 12/75	....	Edwin E. Stater	Edwin E. Stater	Charles Hertel	Raymond Miller	Robert D. Moore	515 472-5344

Forest City	MC	4	(not reporting)							515 582-3574
Fort Dodge	CO	31	Stephen J. Rusnak 12/75	....	Dennis W. Milefchik	Dennis W. Milefchik	Willard Whitcome	William D. Lamb	....	515 576-4551
Fort Madison	MC	14	E. R. Rainey 12/75	....	Dick Hierstein	Dick Hierstein	Walter McKeehan	James L. Hartley	Paul Sly-4	319 372-7700
Glenwood	MC	4	Harold Radford 1/76	....	Nancy L. West	Nancy L. West	Willard Stivers	Kenneth L. Mead	....	712 527-4717
Grinnell*	CM	8	Floyd E. Beaver	Theodore Clausen 66	Theodore K. Clausen	....	Dave Barns	Clarence W. Peters	Verl J. Garwood	515 236-3120
Grundy Center	MC	3	Gregory L. Harms 12/75	....	Vance Koerner	....	Roger Mooty	Dick Kern	Edwin F. Gibson	319 824-6118
Guttenberg*	CM	2	Neil Webster 1/76	Michael Schneider 74	Michael Schneider	Michael Schneider	Owen Pufahl	Clark Moser	....	319 252-1161
Hampton	MC	4	Robert P. Rost 1/76	....	Kenneth Herwig	....	Charles Jackson	Bud Nelson	Donald Jackson-5	515 456-3514
Harlan	MC	5	L. V. Holmes 12/75	....	C. F. Haskell	Ray Chipman	Horace Bud Ouren, Jr.	Karol James	Roy V. Linton	712 755-5137
Hawarden	MC	3	William Hill 12/75	....	Don A. Leafstedt	Don A. Leafstedt	Mose Hendricks	Melvin Hulleman	Willis Franks-5	712 552-2733
Humboldt	MC	5	(not reporting)							515 332-3435
Ida Grove*	CM	2	Theo Murphy 12/77	Jim Lindsay 62	Jim Lindsay	Jim Lindsay	Bob Schramm	Kenneth Gates	Jim Lindsay-5	712 364-2428
Independence	MC	6	Robert D. Blakesley 12/75	....	N. Clark Madison-1	....	Paul Soener	L. J. Albaugh	N. Clark Madison	319 334-2780
Indianola	MC	9	(not reporting)							515 961-5361
Iowa City*	CM	47	Edgar R. Czarnecki 12/76	....	Abbie Stolfus	J. B. Pugh, Jr.	Robert Keating	Emmett E. Evans	....	319 354-1800
Iowa Falls*	CM	6	Arnold Anderson 12/75	Andrew Blomberg 74	Andrew A. Blomberg	....	Earl O. Bailey	Jerry Sunken	....	515 648-2527
Jefferson	MC	5	(not reporting)							515 386-3111
Keokuk	MC	15	C. F. Eppers 1/76	....	J. A. Finerty	J. A. Finerty	Floyd Danley	Ray Lovell	....	319 524-2050
Knoxville	MC	8	Julianne Jensen 1/76	....	Opal Carle Maddy-3	....	Harry Hartshorn	Charles Wooldridge	....	515 842-3146
Lamoni	MC	3	William L. Raiser 12/75	....	David France	....	Carl Green	....	....	515 784-6311
Le Claire †	MC	3	Stephen Williams 12/75	....	Joan Wales	Frank Schurr	Harvey Phillips	Stephen Williams	Mark Speetzen	319 289-5442
Le Mars	MC	8	Donald J. Paulin 12/75	....	Richard J. Crayne	Richard J. Crayne	Francis B. Heissel	E. E. Hoeck	Elmer Nemmers-4	712 546-7018
Manchester	MC	5	F. G. Gosling 12/75	Garth D. Arnold 74	Karen K. Cole	....	Douglas Palmer	Harold F. Irons	....	319 927-3636
Maquoketa*	CM	6	Edward Myatt 12/75	John S. Beckman 70	John S. Beckman	....	James Franks	Buddy Olson	John Olson	319 652-2484
Marion*	CM	18	William J. Grundy, Jr 12/75	Joseph W. Painter 74	Mildred Stickney	Mildred Stickney	James Reynolds	Richard E. Cayler	J. Russell Ward, Jr.	319 377-1581
Marshalltown	MC	26	Westin Jacobson 12/75	....	A. E. Minner-1	....	Leonard Lapour	Wayne Beasley	....	515 752-3601
Mason City	MC	30	Kenneth E. Kew 1/78	....	Marlys A. Shima	Charles B. Hammen	John Holt	W. D. Greenan	Donavan L. Boell-4	515 423-2614
Missouri Valley	MC	4	Gerald D. Lafarge 1/76	....	Vernon C. Spilker	....	Dennis Johnson	Everett E. Gochenour	Allen J. Marshall	712 642-3502
Monticello	MC	4	(not reporting)							319 465-4230
Mount Pleasant	MC	7	(not reporting)							319 385-4616
Mount Vernon	MC	3	Nicholas O. Berry 12/75	....	Donald Siggins-2	Jay Fordyce	Roger Reyhons	Earl Wolvers	Donald Siggins	319 895-8742
Muscatine*	CM	22	Ronald H. Hansen	Chas. W. Coates 71	Norbert H. Liebbe-2	Norbert H. Liebbe-2	Alex Bender	Wayne McDaniel	Clyde Wakefield-4	319 264-1550
Nevada	MC	5	Herbert A. Shearman 1/78	....	Darlene C. Pallesen	Darlene C. Pallesen	Carl E. Johnson	Ray A. Couser	....	515 382-2510
New Hampton	MC	4	Daniel J. Harman 12/75	....	Gerald J. Bailey	....	Peter Willadsen, Jr.	James Cagley	Donald J. Markle	515 394-2109
Newton	MC	16	Myrtilla F. Levin 11/75	....	....	....	Stacy Backus	Arthur J. Greve	Don Caldwell	515 792-4604
Oelwein	MC	8	Louis Hull 12/75	....	Gordon K. Sanford	....	Jack Lindstrom	James Fortsch	....	319 283-5440
Onawa	MC	3	(not reporting)							712 423-1181
Orange City	MC	4	Robert Dunlop 1/76	Don Schreur 74	Don Schreur	....	Alfred Dykstra	Gordon Abels	....	712 737-4885
Osage	MC	4	Elgin G. Enabnit 1/76	....	Delia Erdmann	Delia Erdmann	John Schwab	Edward Viskocil	William Bollinger	515 732-3709
Osceola	MC	3	(not reporting)							515 342-2377
Oskaloosa	MC	11	Karl N. Heil 12/75	....	Beth E. Slobe	Jack Lamberson-3	Willard Ellis	John W. Smith	....	515 672-2423
Ottumwa	CO	30	Hugh A. Stufflebeam 1/76	....	Ann Cullinan	Wayne Silcox	Hubert L. Smith	Harry C. Capell	Paul Heckart, Jr.-5	515 682-8551
Pella	MC	7	C. B. Caldwell	....	Robert Allen	Robert Allen	Robert C. Van Vark	Edward DeJong	Ronald Neil	515 628-4173
Perry	MC	7	D. D. Lewiston	....	Colleen Bice	Colleen Bice	....	Harold C. Wicks	Fred D. Bailey-5	515 465-2481
Red Oak	MC	6	Ray Gustafson 1/76	....	Lucile Miller	....	Tom Askey	Elmer Ecthernach	Henry Erickson-5	712 623-2507
Rock Rapids§	MC	3	Julius H. Roths 1/76	William G. Tobin 71	....	....	Carl D. Dieters	Roy B. Garrison	....	712 472-2511
Sac City	MC	3	(not reporting)							712 662-7593
Sheldon*†	CM	5	....	William Rush 72	....	....	....	....	....	712 324-4651
Shenandoah*†	CM	6	Karl S. Bond	Donald L. Baxter 64	Merrill Krase-2	....	....	....	....	712 246-4411
Sibley	MC	3	David A. Wier 12/75	....	Dolores Fink	Dolores Fink	Robert L. Dreessen	....	....	712 754-2541
Sioux Center*	CM	3	William L. Mouw 12/75	Darrel Rensink 73	Darrel Rensink	....	Lester Brommer	Darrell Roetman	Harold Schiebout-5	712 722-0761
Sioux City*	CM	86	George A. Cole 12/75	Gary F. Pokorny 74	Earl A. Martin	G. Cleveland-1,2	Robert W. Arnold	William H. Hansen	Michael M. Randolph	712 277-2121
Spencer	MC	10	Charles Earl Page 12/75	....	Steve Waller	Steve Waller	Orlo Mincer	Don Wolford	Harold Sunday	712 262-6490
Spirit Lake*	CM	3	R. C. Mathews	K. D. Westergard 72	K. D. Westergard	Ken C. Collins	Robert Ridder	Owen Hurt	....	712 336-1871
Storm Lake	MC	9	Lloyd Bridge	....	Chester P. Neal	Chester P. Neal	Ronald Wilson	Russell C. Bair	Robert C. Edson-5	712 732-4681
Tama	MC	3	James L. Sorensen 11/76	....	Inez Novotny	....	Eldon McNamee	Francis B. Reeder	Donald Max Plum	515 484-3822
Tipton	MC	3	Gordon K. Bixby 1/76	Robert E. Snavely	Lora Ward	Richard Lehmeyer	Robert W. Peck	Keith Whitlatch	....	319 886-6187
Urbandale*	CM	14	Joe Freeman 1/78	Nile W. McDonald 73	Margaret Parsons	Margaret Parsons	Paul Milligan	Wayne E. Woods	....	515 276-5461
Villisca*	CM	1	Edward E. Reynolds 12/76	Kenneth D. Higgins 69	Kenneth D. Higgins	....	Jerrold Greenfield	Steven B. Marsh	James Milligan	712 826-2282
Vinton	MC	5	Winston Watson 1/76	....	Bill Strong-1,2	Bill Strong-1,2	Gordon Kunz	Murray Wenner	Gordon Kunz	319 472-4707
Washington	MC	6	Harold L. Johnson 12/77	....	L. G. Robertson-2	....	Lewis McFadden	John A. Cherry, Sr.	James E. Reschly	319 653-6584
Waterloo	MC	76	Leo P. Rooff 12/75	....	Katherine Gibbs	Tom Campbell	Harold L. Smith	Robert L. Beener	....	319 291-4311
Waukon	MC	4	Ralph Grotegut 12/75	....	Truman G. Slitor	....	Wilbur Rose	Thomas Stone	....	319 568-2583
Waverly	MC	7	Emil Roloff 1/76	....	Darol Schweer	Darol Schweer	John Ingersoll	Clarence Wickham	Fredrick Salsbury	319 352-4252
Webster City*	CM	8	Roger Balsley 12/74	Joe K. Lukehart 74	Gerald K. Kent	Gerald K. Kent	Jack Patterson	Edmund Latham	Greg Malmstrom	515 832-5701
West Burlington	MC	3	Carl L. Jackson 12/75	....	Barbara J. Benge	Lois E. Martin	Robert E. Elliott	Harold A. Luecking	Dale M. Broker	319 752-5451
West Des Moines*	CM	16	Murray E. Drake 12/77	Elmer P. True 64	Jerry D. Proudfit-3	Jerry D. Proudfit	Robert P. Gardner	Keith Townsend	Frank Ferrari	515 255-1161

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
IOWA (116) continued										
West Liberty*	CM	2	John E. Rohner 12/75	Kenneth DeVillers 74	Kenneth E. DeVillers	Kenneth E. DeVillers	William P. Cline	Robert Brown	. . . .	319 627-2418
West Union	MC	3	Charles Weidemann 12/75	E. G. (Bud) Schaa 74	E. G. (Bud) Schaa	. . . .	L. T. (Speed) Philips	Marvin Youngblood	. . . .	319 422-3320
Windsor Heights	MC	6	C. D. Millsap	. . . .	Blanche L. Davis	Vernon A. Sodawasser	William R. Cooper	Wm. Hitchcock	. . . .	515 279-3662
Winterset	MC	4	(not reporting)							515 462-1422
KANSAS (96)										
Abilene*	CM	7	Warren H. Knoll 5/75	Edward E. Dawson 70	Max F. Fowler	Max F. Fowler	Dean Annis	Fred Garten	Glen Rider	913 263-2550
Anthony†	CO	3	Max Mize 4/75	. . . .	. . . .	. . . .	. . . .	. . . .	. . . .	316 842-5434
Arkansas City*	CM	13	Henrietta Courtright 4/75	Kenneth Thompson 70	A. E. Whitehead-3	A. E. Whitehead-3	Dale Townsend	C. J. Lower	John Gough-4	316 442-0280
Atchison*	CM	13	David R. Laurie 4/75	Donald L. Stone 73	Jay H. Williams	Jay H. Williams	Edwin J. Maycroft	Gilbert Lemke	Lawrence Haugsness-4	913 367-5081
Augusta*	CM	6	Oscar Applegate	John F. Mercer 67	Fred H. Ortmann	Fred H. Ortmann-3	Steve Shafer	Steve Shafer	. . . .	316 775-6301
Baldwin City	MC	3	C. V. Reeves 5/77	. . . .	Ava Cummings	. . . .	Homer Schoepflin	George Rebman	William Randel	913 594-6427
Baxter Springs	MC	4	Wm. G. Roberts 4/75	. . . .	Lucille Roberts	Floyd Chase	Stanley Beeman	Willis Clark	. . . .	316 856-2114
Belleville*	CM	3	Truman Johnson 4/75	Robert F. Leach 74	Eldon J. Sayler	Eldon J. Sayler	Harry Ferguson	Keith Morehead	. . . .	913 527-2288
Beloit	MC	4	O. C. Kuhl 4/75	. . . .	Geo. Colby	George Colby	Gordon Snyder	Harlan Enlow	Rollind Olson	913 738-3551
Bonner Springs*	CM	4	Gene Reynolds 4/75	Randy Gustafson 70	Barbara Wright	Barbara Wright	A. L. Dusil	Robert Kroh	. . . .	913 422-1020
Chanute*	CM	10	Marion Johnson 4/75	Kenneth Sanborn 71	Jim Youngberg	Wayne Umbarger	Charles Ogle	E. Matlock	James Beck	316 431-9300
Cherryvale†	CO	3	A. E. Wilkinson 75	. . . .	Maurine Tipton	. . . .	Roy Voyles	Raymond Buffington	. . . .	316 336-2776
Clay Center	MC	5	William C. Logan 5/75	. . . .	Lawrence E. Bull	. . . .	Francis N. Johnson	Robert D. Beckham	Cleve H. Reed-5	913 632-5454
Coffeyville*	CM	15	William Ketterman 4/75	Hugh C. Hull 72	Carolyn Ernzen	Carolyn Ernzen	D. G. Hanna	Jerry Smith	. . . .	316 251-7000
Colby*	CM	5	Joe L. Calliham 4/75	Thomas H. Palmer 73	Pearl Smith	Pearl Smith	Frank Pratt	Gerald Thompson	Cloyd Bray	913 462-3973
Columbus	MC	3	William E. Schaiff 4/75	. . . .	Bea Cowan	Robert Teel	Haskel Carter	Carl Cristiansen, Jr.	Clarence Wallace	316 429-2159
Concordia*	CM	7	Laurence Cox 4/75	Darrel Kreighbaum 72	D. L. Layton	D. L. Layton	James L. Erhardt	Wm. Krasny	Jack Burns-5	913 243-2670
Derby	MC	8	Bernard Daley 5/75	Ward Clements, Jr. 74	Ward R. Clements, Jr.	Ward R. Clements, Jr	. . . .	Ron Harp	. . . .	316 788-1519
Dodge City*	CM	14	Frank Toalson 4/75	Leland Brodbeck 72	N. A. Cromwell	N. A. Cromwell	Geo. G. Daeschner	Oakley C. Ralph	Richard R. Henderson	316 225-1391
El Dorado*	CM	12	Max G. Main 4/75	Richard B. Chesney 74	Paul Mossman-2	Paul Mossman-2	Victor S. Marshall	Victor S. Marshall	Oral Taylor-5	316 321-9100
Emporia*	CM	23	Mrs. Reuben Hammer 4/75	Virgil A. Basgall 60	Ted Newcomer	Gary Stotts	Claude Lang, Jr.	Merle Hayes	Lee Stolfus-4	316 342-5127
Eureka	CO	4	Wayne C. Chambers 4/75	. . . .	Ruby Foster	C. B. Shell	Leo Butler	John Kussman	Dwight Mays	316 583-6511
Fairway	MC	5	Neale R. Peterson	. . . .	Esther M. Flowers	. . . .	. . . .	Robert F. Brazelton	Roy H. Hildebracht	913 262-0350
Fort Scott	CO	9	John S. Baker 4/75	. . . .	Vera Schweppe	. . . .	Donald L. Branizor	Merle A. Young, Sr.	. . . .	316 223-0550
Fredonia	CO	3	(not reporting)							316 378-2231
Galena	MC	4	Jack N. Murray 4/75	. . . .	Bobby Joe LaTurner	. . . .	George Hansbraugh	William Karr	Harold McCoy	316 783-5265
Garden City*	CM	15	Ray H. Calihan, Jr. 4/75	Deane P. Wiley 54	Charles R. Peebles	Charles R. Peebles	Clarence Thomas, Jr.	James R. Colwell	A. Harold Long-4	316 276-8263
Garnett*	CM	3	Robert L. Powers 4/75	Michael McDowell 74	R. G. Doran	R. G. Doran	Harold Sears	Lawrence Kellerman	Bill Tush	913 448-5496
Girard	CO	3	Robert Townsend 4/76	. . . .	Robert Niggemann	Jim Pyle	Jack Mills	Jim Sellars	Eugene Wilson	316 724-8918
Goodland*	CM	6	Russell W. Taylor 4/75	Ivan L. Widom 74	Archie Wicke	. . . .	Robert D. Cowan	Larry Sears	Eddie D. Chatfield-5	913 899-2372
Great Bend	MC	16	Robert A. Parrish 4/75	K. G. Bittel 70	Veleta E. Kaiser	K. G. Bittel	Harold Walter	F. Duane Dugan	. . . .	316 793-7881
Hays*	CM	15	Dale Shade 4/75	Joe Pence 73	Dorothy Soderblom	Dorothy Soderblom	Victor P. Lang, Jr.	Dan Schmidt	Leo Wellbrock	913 625-2815
Haysville	MC	6	Paul Evans 4/75	. . . .	V. Faye Mallory	. . . .	. . . .	Dale McDaniel	Troy Rowland	316 524-3243
Herington*†	CM	3	Paul Dlabal	Wm. A. Ramsey 72	Mary Mullin	. . . .	. . . .	. . . .	. . . .	913 258-2271
Hesston§	MC	2	Milton R. Miller 4/77	Gary Burr 72	Luella Schmidt	. . . .	Russell Nebergall	Harlin Nikkel	. . . .	316 327-4412
Hiawatha	CO	3	Virgil A. Koerperich	. . . .	Lois Heller	J. W. Ott	Orville Monatgue	. . . .	Ronald E. Snyder	913 742-3131
Hillsboro	MC	3	Harold J. Wiebe 4/75	. . . .	Harold B. Jost-1,2	. . . .	A. G. Stratman	A. L. Miles	. . . .	316 947-3721
Hoisington*	CM	4	Herman J. Rome 75	Harold Tarlton 59	Wayne Hanzlick	. . . .	Vernon Skolaut	Gary L. Pedigo	Leroy P. Rube	316 653-4125
Holton*	CM	3	Wayne Ogilbiy 4/75	J. M. Whitehead 67	Virginia Zibell	Yale Wellf	Dick Riley	Marvin Curtis	. . . .	913 364-2721
Hugoton	MC	3	Robert L. Brown 5/75	. . . .	Ralph F. Peterson	Ralph Peterson	. . . .	C. H. Hall	. . . .	316 544-2294
Hutchinson*	CM	37	John R. Nickelson 4/75	George W. Pyle 67	Milton N. Martin	Milton N. Martin	Verling D. Huffman	Bob Adams	Dennis Mitchell	316 663-6151
Independence*	CM	10	C. O. Pat Murphy 4/75	C. C. Van Buskirk 69	Clifford Rambo	Clifford Rambo-1	Clyde Huff	Stanley Lewis	C. C. Van Buskirk	316 331-4550
Iola	CO	6	Jack E. Hastings	. . . .	V. C. Perkins	. . . .	Tince Little	Everett Shepherd	J. A. Wilson	316 365-3211
Junction City*	CM	19	Eldon L. Hoyle	John F. Higgins 74	Frank Galliher	Frank Galliher	James Allen	Robert Watson	. . . .	913 238-3103
Kansas City	CO	168	Richard Walsh	Jack DeLap 71	George T. Groneman	Patrick Hanlon	Jos Crossland	Eli Yovetich	Thomas F. Lally	913 371-2000
Kingman	CO	4	(not reporting)							316 532-3111
Kinsley*	CM	2	Rex M. Klein 4/75	Lloyd A. Britton 69	Bertha V. Polson	Ethyl Steele	Buford Brodbeck	Berton Green	Clarence J. Brown	316 659-2622
La Crosse*	CM	2	Kenneth Almquist 5/75	Thomas Yeradi 61	Bett Lou Storm	Bett Lou Storm	A. W. Carbaugh	Virgil Hoyer	Thomas Yeradi-5	913 222-2511
Lansing	MC	4	(not reporting)							913 727-3233
Larned*	CM	5	Ned Brown 5/75	Gene Vogt 71	Clay Smith	Clay Smith	Gene Constant	Roland Reece	Gene Vogt	316 285-2149
Lawrence*	CM	46	Jack Rose 4/75	Buford M. Watson 70	Vera Mercer-1	Ethan A. Smith-2	F. C. Sanders	R. R. Stanwix	George Williams	913 843-4600
Leavenworth*	CM	25	Benjamin H. Day 4/75	Tom Downs 74	M. B. Strange	M. B. Strange	Richard Patzwald	Frank Robertson	E. Donald Seba-4	913 682-9201
Leawood	MC	10	Donald S. Ballard 5/75	Charles C. Troppito 71	Jinny Oberlander	Dorothy Holtsclaw	Jourdan A. Toman	Richard W. Blume	Will E. Gray	913 642-5555

Lenexa	MC	5	Johnna Lingle 4/75	Donald R. Capper	Sandra Howell	....	Bert Gast	John L. Foster	James C. Hall	913 888-5255
Liberal*	CM	13	Kenneth R Hendrickson 4/75	W. D. Barnum 69	Evelyn D. Johnson-2	Evelyn D. Johnson	Milton L. Rice	Robert D. Morrissey	James E. Pennington	316 624-2568
Lindsborg	MC	3	Hugo Lindahl 5/75	....	Leroy Peterson	....	Willard Larson	Burl D. Croomes, Jr.	Emery C. Graves	913 227-3687
Lyons	MC	4	A. L. Branson 4/75	Dewey Breese	Sue Fanning	....	Dick Burgess	Dennis Luck	Dave Kendrick	316 257-2320
McCracken*	CM	..	Fred Taylor	Mildred Anderson 71	Mildred Anderson	....	Charles Jacobs	Joe Casey	....	913 394-2229
McPherson	CO	11	Kenneth J. Swanson 4/75	....	Linn Peterson	Linn Peterson	Robert Millard	Robert C. Perkins	C. E. Stacy-4	316 241-1240
Manhattan*	CM	28	T. Russell Reitz 4/75	Leslie I. Rieger 72	Marion H. Burt	Leslie I. Rieger	William D. Smith	....	James L. Chaffee	913 537-0056
Marysville	MC	4	Ernest Lange 4/75	....	Jay M. Funk	Jay M. Funk	C. J. Wassenberg	Thomas O'Donnell	....	913 562-5331
Medicine Lodge	MC	3	(not reporting)							316 886-4411
Merriam	MC	11	Charles F. Anderson 77	....	Lucyann C. Vavra-2	....	Joseph Weaver	Douglas M. Haynes	Harold Hester-5	913 722-3330
Mission	MC	8	George D. Anderson	Keith E. Hubbard	Dorothy N. Beaver	Elmer Horseman	Merle Bruce	Jerry Pike	Keith E. Hubbard	913 722-3685
Mission Hills	MC	4	Mathew Zimmermann 5/75	C. C. Schliffke	....	C. C. Schliffke	....	....	C. C. Schliffke	913 362-9620
Mulvane	MC	3	Robert O. Sullivan 5/75	....	Glenn Klopfenstein	Glenn Klopfenstein	Karl E. Hartman	James N. Reed	....	316 777-1111
Neodesha	CO	3	Leonard E. Johnson 5/77	....	Evelyn P. Goodmon	Richard Thrasher	Leland Reedy	John Fenner	....	316 325-2828
Newton*	CM	15	Marvin Crum 4/75	Jay P. Newton, Jr. 69	Allison Schroeder	Allison Schroeder	Clayton Sadowski	Paul Hastings	Howard Knox	316 283-6900
Norton	MC	4	A. V. Poage 4/75	L. J. Morehead 62	Winifred Hamilton	Winifred Hamilton	Ed. Johnson	Lloyd Perrill	L. J. Morehead	913 927-3355
Olathe*	CM	18	Ken Kovach	Bill Tschudy 73	Marea Long	Gary Higbee	Gene Davis	William Shepard	Dick Scott	913 782-2600
Osage City	MC	3	(not reporting)							913 528-3714
Osawatomie*	CM	4	Melvin L. Henness	Gordon L. Schrader 64	Thomas J. Crozier	Gordon L. Schrader	James Montgomery	Estel Williams	Marion G. Maxwell	913 755-2146
Ottawa*	CM	11	Ben Park 4/75	Robert W. Mills	Orlin W. Smith-2	Orlin W. Smith	Gilford A. Diamond	Clyde O. Johnson	Robert B. Moore-5	913 242-2190
Overland Park*	CM	77	Jack D. Walker 4/77	Lee S. Ayres 74	Bernice Crummett	Bernice Crummett	....	Myron Scafe	Dennis Garrett-4	913 381-5252
Paola*	CM	5	L. M. Schwartz 5/75	F. M. Hoag 74	E. Jo Werntz	Paul Grabill-3	Robert Harris	Earl Carver	Lucky Meisel	913 294-2497
Parsons*	CM	13	Robert J. Bartelli 4/75	Richard A. Williams 73	Mildred C. Vance	Mildred C. Vance	Lewis R. Engel	Marion L. Bartlett	Ted Nibarger	316 421-5500
Phillipsburg	MC	3	Ronald D. Boeve 4/75	....	Pauline D. Sullivan	....	Donald Hayes	Leroy Stephen	....	913 543-5234
Pittsburg*	CM	20	J. D. Haggard 4/75	Martin Strickland 70	Edna I. Dolan	Billy F. Rogers	Elmer Fields	Ralph Beard	Robert O. Yaeger-5	316 231-4100
Plainville	MC	3	Jerry Staab 4/75	Floyd Wheeler	Floyd Wheeler-2	....	William Strouse	John Eisiminger	....	913 434-2841
Prairie Village	MC	28	William E. Franklin 4/75	....	Alice Meyer	Alice Meyer	....	R. J. Hundley	Robert G. Hayes	913 381-6464
Pratt*	CM	7	Conard D. Gilham 4/75	James R. Pearson 73	C. L. Eckhoff-2	C. L. Eckhoff-2	Berkley Miller	Paul Garst, Jr.	....	316 672-5571
Roeland Park	MC	10	Milford Grassberger 4/77	....	Gail J. Sweany	....	....	G. A. Yonally	....	913 722-2600
Russell*	CM	5	Roger W. Williams 4/75	G. J. Boyd 67	Robert E. Meneley	Robert E. Meneley	George E. Laubhan	Dale Denney	Frank Peirano	913 483-3322
St. Marys*	CM	1	Albert J. Fox 4/75	Henry W. Beseau 70	Jodeane Reese	....	William Rezac	Donald Beseau	Clayton A. Perry	913 437-2311
Salina*	CM	38	W. M. Ushen 4/75	Norris D. Olson 64	D. L. Harrison	D. L. Harrison	Ed Bross	John W. Woody	....	913 823-2277
Scott City	MC	4	Selwin Eggleston 4/75	....	Bertha Paul	....	Virgil Storm	Alan R. Stewart	....	316 872-3111
Shawnee	MC	20	Keith Q. Hayes 4/77	....	William Wurtz, Jr.	Glenda Bogard	Eugene Yow, Jr.	Charles J. Stump	Richard Fanning-5	913 631-2500
Sterling*	CM	2	Logan Mahoney	G. C. Newby 68	G. C. Newby	G. C. Newby	Don Corwin	Frank Cain	....	316 278-3423
Stockton*	CM	2	Ben Niermeier 5/75	Arwin Bauman 71	Leta M. Bouchey	Arwin Bauman	Francis Cadoret	Gene Axelson	Arwin Bauman-4	913 425-6703
Topeka	CO	125	Bill McCormick 4/75	....	Norma Robbins	Charles E. Holt-1	Floyd Dibbern	James Freel	Earl Honigs-4	913 235-9261
Ulysses§	MC	4	E. D. Bruntzel 4/75	H. Homer Bair 72	Dorthy McGillivray	....	Leonard Hill	Chester Snider	Harold Davis	316 356-3869
Valley Center	MC	3	(not reporting)							316 755-1231
Wamego*	CM	3	Alfred H. Willer 4/75	Wm. B. Owens 69	Leroy Stewart	Wm. B. Owens	Michael J. Coon	Robt. Stenger	Calvin Worden	913 456-9553
Wellington*	CM	8	Mat Dwyer 4/75	Arthur B. Preston 69	Melva G. Cox-2	....	Neil L. Young	Kenneth Mouser	....	316 326-3631
Wichita*	CM	277	Garry L. Porter 4/75	Ralph Wulz 68	Ralph C. Eberly	Don E. Anderson	L. D. Carney	Floyd B. Hannon	Ray Bruggeman	316 262-0611
Winfield*	CM	11	Homer Hetherington 4/75	Charles B. Delgado 70	Ron Musson	Ron Musson	Joe Sanders	A. V. Froemming	Marvin Simonton	316 221-4010
KENTUCKY (96)										
Alexandria	MC	4	George C. Carmack, Sr 12/78	....	Bill Smith	....	Val Lederer	Jack Bailey	Ralph Cunningham	606 635-4125
Ashland*	CM	29	James J. Webb 12/75	F. Vaughn Strader 73	Robert Johnson	Joe Hemlepp	James C. Hogsten	Lewis Mutters	Hyman Schenker	606 325-8571
Barbourville	MC	4	Lee Lynch, Jr. 12/77	....	Lois Butler	Charles Buchanan	Smith Carroll	Weslie M. King	....	606 546-3404
Bardstown	MC	6	Guthrie Wilson 12/77	R. A. Kelly 52	Sara Williams	Sara Williams	Arch Pendergrass, Jr.	Robert L. Sallee	R. A. Kelly	502 348-5947
Beaver Dam	MC	3	Webster Harris	Wendell Spencer	Francis Stevens	Billie J. Johnson	Kelly Kane	Frank Gipson	Wendell Spencer	502 274-4454
Bellevue	MC	9	(not reporting)							606 261-3740
Benton†	MC	4	Coy Creason 12/77	....	Frank Dunn	Frank Dunn	Van Wyatt	Charles Carroll	....	502 527-9338
Berea	MC	7	C. C. Hensley 1/79	....	Franklin C. Green	Franklin C. Green	Lowell L. Murray	Edmond Todd	Arthur Dick	606 986-4976
Bowling Green*	CM	36	Spero Kereiakes	Paul L. McCauley 73	Emmon R. Shaw	Robert R. Kirby	Lonnie Bellamy	J. Wayne Constant	Charles Rogers-4	502 781-2516
Campbellsville	MC	8	(not reporting)							502 465-7011
Carrollton	MC	4	Harry A. Berge 1/78	....	....	Mable Shirley	....	Delbert Hudson	....	502 732-4001
Catlettsburg	MC	3	(not reporting)							606 739-5223
Central City	MC	3	C. G. Bastin	....	Geneva Gray	....	William B. Hardwick	Keith Nunley	....	502 754-2464
Cold Spring	MC	5	Ed Rieckhoff 12/77	....	Clayton Smith	Walter Koch	Dave Rust	Jerry Bailey	Al Rust	606 441-9604
Columbia	MC	3	W. R. Murphy 12/77	....	Frances Pichart	....	Charles Sparks	Sanford Grant	....	502 384-2057
Corbin*	CM	7	R. C. Miller 11/78	I. N. Bryant 64	Betty Joe Perkins	Donald C. Barton	Ruben Hodge	Philip E. Henderlight	Harold Helton	606 528-1703
Covington*	CM	53	Bernard A. Grimm 12/75	Paul H. Royster 72	Vivian Willman	J. Russel Crockett	James E. Ruth	Ralph A. Bosse	Ray Trenkamp	606 292-2000
Cumberland	MC	3	F. Nicey Hazen 11/78	....	....	....	Joe Carruba	....	....	606 589-2105
Cynthiana	CO	6	Melvin E. Hampton 12/78	....	Janice F. Tolle	James A. Brown	Milton Knight	....	Ernest McIlvain	606 234-4226
Danville*	CM	12	Roy W. Arnold	Sam W. Garnett 71	Dorothy Vangilder	G. S. Wesley	Hubert Preston	Everett Kidd	Carl Bailey	606 236-2591
Dawson Springs	MC	3	Eugene Davis 77	....	Sheila R. Glass	....	Kenneth Jackson	L. T. Brown	Bill Boucher	502 797-2781
Dayton	MC	9	Miles P. Vaught 12/78	Franklin McGuire 73	Mary Jo Fuchs	Geraldine Goddard	Charles Spreter	Charles Spreter	Marshall Dodd	606 491-1600

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
KENTUCKY (96) continued										
Edgewood	MC	4	John L. Krebs 11/74	John Goeke 74	John Goeke	Charles Dusing	....	Emmett Ireland	....	606 331-5910
Elizabethtown	MC	12	James R. Pritchard 12/77	Charles A. Ouellette 74	Elnora Fulkerson	Clara Mae Horn	Clifford Bowen	Edwin Tucker	Archie Hawkins	502 765-6121
Elsmere	MC	5	Albert Wermeling 78	....	Irma J. Eilers	William Roberts	Fred Rosemann	William Hiler	Chester Brown	606 341-7911
Erlanger	MC	13	James E. Ellis 12/77	Clyde L. Rouse	Mrs. Lee Frakes	John A. Domaschko	Clayton Van Camp	Orville J. Johnson	....	606 341-7737
Falmouth†	MC	3	Max Goldberg	Raymond D. Larson	Chas. E. Ashcraft	....	James E. Taylor	Wayne Oliver	....	606 654-4281
Flatwoods	MC	7	T. L. Groves 11/76	....	Ruth J. Downs	Robert Renzi	Arnold Clarke	Theodore G. Wells	Fred G. Brown	606 836-9661
Florence	MC	11	Carroll M. Ewing 1/78	....	George A. Wilson	Elsworth Winn	Donald Roberts	William O. Gex	Richard J. Carr	606 371-5491
Fort Mitchell	MC	7	William Edwards 74	....	Dorothy Kuebbing	Joseph Vonlehman	Ronald Becker	John Holman	Robt. Lubrecht	606 331-1212
Fort Thomas§	MC	16	W. Bruce Ross 1/78	David K. Noran 67	Thelma S. Schulte	Harry D. MacKnight	Earl C. Reppetto	Edward G. Schmitt	David K. Noran-4	606 441-1055
Ft. Wright-Lookout Hts	MC	5	Fred W. Wolnitzek 1/76	....	Dorothy R. Snyder	....	Pierce Nienaber	Robert Myers	Ott Siegrist	606 331-1700
Frankfort*	CM	21	Robert K. Bennett 5/76	Larry E. Thomas 74	Ann C. Russell	James C. Rogers	Joseph Jennings	Douglas L. True	Frank Foreman	502 227-2201
Franklin	MC	7	Larry T. Freas 1/78	....	Louis H. Potter	Louis H. Potter	Bobby Turner	G. R. Deweese	....	502 586-4414
Fulton*	CM	3	L. C. Bone 1/78	James O. Martin 73	Barbara Rice	....	Billy Meacham	Milford Jobe	W. D. Powers	502 472-1320
Georgetown	MC	9	Warren Powers 12/78	....	Lucille Pollet	Doman McFarland	Richard Covington	Alvin Sargent	Martin C. Bramlett-5	502 863-1255
Glasgow	MC	11	Luska J. Twyman 12/77	....	E. E. Freeman	E. E. Freeman	Kenneth Pace	Jimmy Smith	James Atnip-5	502 651-5131
Greenville	MC	4	Raymond Geigel 11/77	Harold Sumner 74	Harold Sumner	H. C. Downey	William McSpeddan	Charles Milligan	....	502 338-3966
Harlan	MC	3	Beecher Prowlett 1/78	....	Marie Middleton	....	George Womble	James Thomas	....	606 573-2912
Harrodsburg†	MC	7	Charles W. Carr	....	Martha E. Moore	....	....	....	....	606 734-2383
Hazard*†	CM	5	W. P. Morton, Jr.	Newt Green	Mildred Farler	....	Han Fugate	Donald B. Brashear	William Herald	606 436-3171
Henderson*	CM	23	William L. Newman 1/78	M. John Hefner, Jr. 73	Theresa B. Crafton	William D. Wilson	James Davis	Charles West	Larry Fulkerson	502 827-5671
Hickman*	CM	3	R. H. White 12/77	Roland Green 72	Barbara Blanton	Roland Green	James Curlin	James Curlin	Roland Green	502 236-2569
Hodgenville	MC	3	Clayton Owens 12/77	....	Rebecka Perkings	....	C. C. Omer, Jr.	Don Benningfield	....	502 358-3832
Hopkinsville	MC	21	George L. Atkins, Jr. 12/77	....	Terry M. Rogers-2	June Vass	Floyd T. Cannon	Raymond Walker	Amon Menser-5	502 886-3303
Irvine	MC	3	Harold K. Hunt 11/77	....	Louise W. Mize	Ora W. Kirby	Michael Miller	James W. Abney	....	606 723-2554
Jeffersontown	MC	10	Herbert S. Meyer, Jr. 12/78	....	Wilma Clevenger	Dorothy J. First	Robert Gaddie	Walter D. Murphy	William Husbands	502 267-8333
Jenkins	MC	3	(not reporting)							606 832-2141
Lakeside Park	MC	3	Robert H. Schrand 11/78	....	August C. Busemeyer	August C. Busemeyer	F. T. Mitchell	Bernard Snyder	Vernor B. Thompson	606 341-6670
Lancaster	MC	3	Billy C. Moss 12/76	....	Ruth White	....	Kenneth Adams	Cecil Black	....	606 792-2581
Lawrenceburg	MC	4	Kenneth P. Hoskins 12/78	Robert Bradshaw	Elizabeth C. Hanks	....	Don Nowlin	Wm. Kirby	....	502 839-4001
Lebanon	MC	6	T. E. Spragens, Jr. 1/78	....	....	Keith A. George	....	....	Charles R. Goodin	502 692-6272
Leitchfield	MC	3	Albert H. Thomason 12/77	....	LaVerne Bratcher-3	....	Roy Oller	Clarence D. Rough	James R. Carter	502 259-4034
Lexington*	CM	187	H. Foster Pettit 12/78	Dean D. Hunter, Jr. 74	Kathryn W. Johnson	James E. Luckett	Earl McDaniel	James L. Shaffer	Jack Edminston	606 255-5631
London	MC	4	Joe R. Brown 1/78	....	Patricia A. Depew	Patricia A. Depew	Gilmore Phelps	James S. Tincher	....	606 864-4169
Louisville	MC	361	Harvey I. Sloane 12/77	Daniel D. Briscoe 73	Edna A. Givens	James W. Napier	William J. Cummins	John H. Nevin	Larry W. Mattingly	502 589-4230
Ludlow	MC	6	Buddy L. Waite	Joseph J. Mason	....	William Johnson	Thomas Young	Robert Highhouse	Bud Malone-5	606 491-1233
Madisonville	MC	15	Curtis McCoy, Jr. 12/77	....	Jociene Rice	Jociene Rice	Howard F. Renfro	Bob Burton	John W. Hayes	502 821-3477
Marion	MC	3	B. A. Phillips 1/76	Ann R. Hill 60	Ann R. Hill	....	C. O. Grady	William O. Brown	....	502 965-3500
Mayfield	MC	11	John Boyd 12/77	....	C. N. Apperson-2	C. N. Apperson	Howard Dowdy	Cletus Sullivan	Harvey Orr	502 247-1981
Maysville*†	CM	7	Earl Arrasmith	Hubert Hume 69	Hazel Larkin	....	Stanley McGowan	Howard Muse	....	606 564-3571
Middlesborough	MC	12	Crawford H. Blakeman 12/78	....	Ray D. Fretwell	Joseph S. Collins	R. C. Carter	James Pursiful	....	606 248-5670
Monticello	MC	4	Carl C. Shearer 1/78	....	B. G. Edwards	....	Joseph B. Gibson	Hobert New	Corbin Frost	606 348-3421
Morehead	MC	7	C. B. Cornett 1/78	....	Corene B. Castle	....	Joe Mauk	James E. Pelfrey	....	606 784-7511
Morganfield	MC	4	(not reporting)							502 789-2525
Mount Sterling	MC	5	Wesley R. Brooks 1/78	....	Colleen H. Wood	....	David L. Manley	John M. Miller	Wilbur Ward-5	606 498-3785
Murray	MC	14	John E. Scott 12/77	....	Stanford Andrus	Stanford Andrus	Jackie Cooper	Brent E. Manning	Lee B. Bolen	502 753-1221
Newport*	CM	26	Roland Vories 12/75	Robert L. Sidell 72	Robert G. Schomaker	William Eggemeier	Henry Wietholter	Edward Gugel	....	606 291-2211
Nicholasville	MC	6	Shelby Combs 1/78	Overton Giles 74	Bonnie Dean	Bonnie Dean	W. T. Brumfield	Beverley Hammond	....	606 885-4162
Owensboro*	CM	50	C: Waitman Taylor, Jr 1/76	Max N. Rhoads 59	Adelle Mobberly	Ralph Rascoe-2	Walter Freeman	Vernie Bidwell	Wm. C. Reynolds	502 684-7251
Paducah*	CM	32	Dolly McNutt 12/75	J. Wm. Howerton 72	Sarah Thurman	Ben C. Leroy	Leon Dodge	Robert Holt	T. A. Nickols	502 444-6381
Paintsville	MC	4	John E. Chandler 12/77	Neil Hansen 74	Annette D. Justice	....	Lee Howard, Jr.	Dallas Jackson	....	606 789-3664
Paris†	CO	8	Emil Rains	....	Louis Elvove-2	Douglas Castle	Charles Peters	Johnny Mynear	W. H. D. Wheat, Jr.	606 987-2630
Park Hills	MC	4	Joseph B. Niehaus	....	Russell Clark-2	Russell Clark-2	Frank Dreyer	F. E. Ostendorf, Jr.	John Vocke	606 431-6252
Pikeville*	CM	5	W. C. Hambley 12/76	Ayers Shortt	Charles Huffman, Jr.	Margaret Whisman	Charles T. Smith	Jesse Johnson	Bobby Justice	606 437-6187
Pineville	MC	3	(not reporting)							606 337-2345
Prestonsburg†	MC	3	George P. Archer	Curtis Clark	Judith D. Archer	Jeanette McCauley	Frank Vaughn, Jr.	Willie Potter	Curtis Clark	606 886-2335
Princeton	MC	6	Elwood Cook 12/77	....	Dorothy Presler	Stanley Sharp	Regil B. Hobby	Ernest McClure	Harley Lowery	502 365-9575
Providence*	CM	4	Charles McDowell 12/77	....	June Travis	June Travis	Donald Harris	Jewell Turner, Jr.	Floyd Myers	502 667-5463
Radcliff	MC	8	(not reporting)							502 351-4477
Richmond*	CM	17	Wallace G. Maffett 1/78	Marshall Saufley 72	Connie Coulter	H. D. Hurt, Jr.	Ronald V. Thomas	Andrew Reed	Dan Burns	606 623-7282

Russellville†	MC	6	Bobby R. Sawyer 1/78	. . . .	M. E. O'Brien	M. E. O'Brien	Roy T. Lynn	Mike Stratton	. . . .	502 726-2733
St. Matthews	MC	13	(not reporting)							502 895-9444
Scottsville	MC	4	Harry P. Read 12/77	. . . .	Jehree Britt	Morris Grubbs	Harold King	Truman Mays	Howard Taylor	502 237-3611
Shelbyville	MC	4	Marshall Long 1/78	. . . .	Jess Puckett	Howard Flood	Carl Masters	E. Belcher	Ernest Hawkins-4,5	502 633-1835
Shepherdsville	MC	3	Margie Eddington 11/78	. . . .	Billie Sue Waters	Billie Sue Waters	Everett R. Waters	John Hampton	. . . .	502 543-2923
Shively†	MC	19	William S. O'Daniel	. . . .	Ray Gentry	Ray Gentry	Bernard J. Wathen	Michael J. Donio	William Brooks-5	502 448-5212
Somerset	MC	10	Dearl Whitaker 1/78	. . . .	Clarence E. Love	William Neikirk-2	Eugene Norfleet	James G. Hines	L. B. Taylor	606 678-8185
Southgate	MC	3	(not reporting)							606 441-0075
Springfield	MC	3	Glenn Salmon 1/78	Robt (Robbie) Polin 74	Martina Brady	Robert Polin	Johnie Hale	William Tapp	Johnny Hale	606 336-7739
Taylor Mill	MC	3	Afton Kordenbrock 12/78	. . . .	Jane Wendeln	Joseph Johnson	William Vogelpohl	Harry Witt	. . . .	606 581-3234
Versailles	MC	6	Scott G. Miller, Jr. 12/77	. . . .	Reata B. Lewis	. . . .	Clayton Richardson	Robert Brown	E. C. Heathman	606 873-5436
Vine Grove	MC	3	James M. Stovall 1/78	. . . .	Terry M. Alley	. . . .	Deward A. Lee	Charles Q. Ashley	Hollie J. Samples	502 877-2422
Williamsburg	MC	4	Foster Lane 1/78	. . . .	Anne L. Pettit	Frank Adkins	George Hayes	H. D. Moses	. . . .	606 549-1118
Wilmore	MC	3	Jos. A. Thacker, Jr. 12/78	. . . .	Albert T. Puntney	. . . .	Edward Rainwater	Raymond Houp, Jr.	Rufus Crutcher	606 858-4411
Winchester	CO	13	Charles G. Stephenson	Darrell R. Gilliam	Tina L. Gatewood	Darrell R. Gilliam	Gentry L. Jones	E. Steve Edwards	Charles Thurman	606 744-6292

LOUISIANA (88)

Abbeville t	MC	11	(not reporting)							318 893-0662
Alexandria	CO	42	(not reporting)							318 442-8801
Amite City t	MC	4	Earle Cefalu 6/75	. . . .	Edward B. Walsh	. . . .	. . . .	Kenneth C. Russell	Fleet J. Easley	504 748-8761
Arcadia t	MC	3	Reves Jordan 7/78	. . . .	Verna Douglas	. . . .	Hubert Davis	Joe W. Storey	. . . .	318 263-8455
Baker	MC	8	Norman E. Heine 6/76	E. B. Prescott	E. B. Prescott	E. B. Prescott	J. E. Carroll	J. D. Ferguson	. . . .	504 775-9952
Bastrop	MC	15	John T. Tully 6/77	. . . .	Doris Mallory	. . . .	James Johnson	L. C. Martin	Calvin C. Williams	318 281-6766
Baton Rouge	MC	285	W. W. Dumas 12/76	J. Michael Walker	Rosemary Broussard	Bertrand H. Roussel	W. T. Miller	. . . .	Ray W. Burgess	504 389-3100
Berwick t	MC	4	Ralph E. Guidry, Sr. 6/78	Gloria Nini	Gloria Nini	. . . .	Vincent J. Bella	Wilbert J. Nini, Sr.	. . . .	504 384-8858
Bogalusa	CO	18	Louis Rawls 12/74	. . . .	. . . .	Yvonne T. Bates	W. F. Raborn	Earl Glynn Penton	James K. Talbot	504 732-2533
Bossier City	CO	42	James L. Cathey 6/77	. . . .	Jewel Lewis	Harold Bond	F. Maxwell Smith	W. R. Thornton	Fred S. Jones	318 742-3535
Breaux Bridge t	MC	5	Fred H. Mills, Sr. 6/77	Aubrey Leblanc, Sr.	Deanna L. Reece	. . . .	John Allen Breaux	George Menard, Sr.	. . . .	318 332-2172
Bunkie t	MC	5	Warren L. Constant 6/78	. . . .	Henry F. Hynson	. . . .	Johnny Johns	Leon E. Franklin	B. J. Chenevert-4,5	318 346-7250
Church Point t	MC	4	John Harold Beaugh 7/78	. . . .	John Lee Smith	. . . .	Austin Guidry, Sr.	Raymond Carrier	. . . .	318 684-5693
Covington	MC	7	Ernest J. Cooper 6/75	Horace L. Head	Horace L. Head	Horace L. Head	James Grogan	Bill Dobson	James Core	504 892-1811
Crowley	MC	16	(not reporting)							318 783-1270
De Quincy t	MC	3	L. A. Henagan	. . . .	Gertrude Bresie	S. E. Snider	George Marcantel	O. C. Van Winkle	Leo Williams	318 786-8241
De Ridder*	CM	8	Frank Delia, Jr. 7/78	Don E. Soileau 71	Judy Kulaga	H. W. Bohon-1	E. E. Henry	Teddy L. Fritz	Buck Tyler	318 463-3241
Delhi t	MC	3	George R. Sumlin 6/78	. . . .	Nelda Spradling	. . . .	Willie Kennedy	Herman L. Hoover	. . . .	318 878-3792
Denham Springs	MC	7	V. H. Hoover 6/78	William M. Sandahl	Denver C. Ballard	William M. Sandahl	Harry W. Stafford	David Coleman	B. M. McDonald	504 665-8121
Donaldsonville	CO	7	(not reporting)							504 473-4247
Eunice	MC	11	Wilson J. Moosa	. . . .	James S. Duos-1	James S. Duos-1	James Ronald Moosa	Clovis Durio	L. J. Aucoin-4	318 457-2601
Farmerville t	MC	3	J. Carlton White 77	. . . .	Levi Ramsey	. . . .	. . . .	Robert Lawson	. . . .	318 368-9242
Ferriday t	MC	5	L. W. Davis 7/76	. . . .	Johnnie Parker	Guy Serio	E. E. Wallace	R. W. Warren	. . . .	318 757-3411
Franklin t	MC	9	J. M. Fernandez 6/78	. . . .	John M. Pitre	Yvonne Martin	C. D. Miller	Roulden Guillotte	. . . .	318 828-3631
Franklinton t	MC	4	Haley M. Carter 6/75	. . . .	Lorelle M. Wood	. . . .	Earle R. Brown	Carruth S. Miller	. . . .	504 839-3343
Golden Meadow t	MC	3	Kip P. Laisance 6/76	. . . .	Mrs. Constransitch	. . . .	Preston Anselmi	Leno Guidry	. . . .	504 475-5212
Gonzales t	MC	5	Nelson P. Roth, Sr. 11/74	Nelson P. Roth, Sr. 73	Terry S. Tripp	Roy L. Marchand, Jr.	J. C. Walker	Charles R. Bourque	Woodrow Brown, Sr.	504 644-2841
Grambling v	MC	4	B. T. Woodard 7/77	. . . .	Rosetta Days	. . . .	Claud L. Aker	Milton Kelly	. . . .	318 247-6120
Gramercy t	MC	3	Elmo F. Mire 7/78	. . . .	A. J. Laiche	. . . .	Nolan Oubre	Wilton Schexnayder	. . . .	504 869-3975
Gretna	MC	25	William J. White 7/76	. . . .	W. L. Bush	Velma Bieber	Leo Rose	B. H. Miller, Sr.	. . . .	504 367-5591
Hammond	CO	12	Sam E. Saik 6/77	. . . .	Jane Allen	Edwin B. Darouse	Leonce Albin	H. Brooks Robinson	Conrad E. Anderson	504 345-3356
Harahan†	MC	13	Freddie A. Wilcox	. . . .	Barbara Butera-2	Barbara Butera	William Pretlove	George R. Picone	. . . .	504 737-6383
Haynesville t†	MC	3	Carl Frasier 7/77	. . . .	H.U. Slaid-2	. . . .	Hays Cottrell	H.C. James	Rayford Ray-5	318 624-0911
Homer t†	MC	4	Joe Michael 7/74	. . . .	Elmer Hardy	Elmer Hardy	Layden C. Davidson	Terry W. Tuggle	. . . .	318 927-2058
Houma	MC	31	Charles H. Davidson 6/78	. . . .	Robert F. Bourg-1,2	Robert F. Bourg	Bennie S. Bourg	James V. Frank	Harold M. Cancienne	504 872-0411
Jackson t	MC	5	James M. Norsworthy 9/76	. . . .	Gloria P. Fontenot-3	. . . .	Lloyd G. Cutrer	E. C. Travis	Lloyd G. Cutrer-5	504 634-2636
Jeanerette t	MC	6	Arthur L. Verret 6/75	. . . .	Earl W. Deare, Jr.	. . . .	Robert Grettner	Lawless Dore	. . . .	318 276-4587
Jennings	CO	12	J. W. Watson 6/77	. . . .	S. J. Manuel	S. J. Manuel	Lisso Lawrence	Gilbert Touchet	F. M. Taylor	318 824-0432
Jonesboro t	MC	5	James P. Gimber 6/78	. . . .	Annie Elkins	. . . .	Maurice Newton	Mallory J. Walker	. . . .	318 259-2385
Jonesville t	MC	3	G. D. Babin 6/78	. . . .	Ted Husser	G. D. Babin	Robert Winegeart	. . . .	Sim Nichols	318 339-2051
Kaplan t	MC	6	(not reporting)							318 643-8602
Kenner	MC	30	Joseph S. Yenni 7/78	. . . .	. . . .	Dora Mae Aucoin	Thomas J. Tinnerella	S. J. Lentini	Roy A. Cartier-5	504 721-7621
Kentwood t	MC	3	Nicholas A. Saladino 6/78	. . . .	Julia B. Prescott	Julia B. Prescott	C. Woodrow Sanders	D. K. Womack, Sr.	Hugh Douglas Cutrer-5	504 229-3451
Lafayette	MC	69	Kenny Bowen 6/76	Charles Bonvillian	Lorraine Shoemaker	Glenn Weber	L. Wayne Prejean	Roland C. Dart, III	George A. Landry	318 233-6611
Lake Arthur t	MC	4	Ray H. Pearson 6/78	. . . .	Margaret Hanks	. . . .	David Trahan	Clarence L. Broussard	. . . .	318 774-2211
Lake Charles	MC	78	William E. Boyer 6/77	Charles S. Ware 68	Elizabeth Eastman	Lloyd E. Taggart	Louis Mosca	J. E. Stout	Sam Mancuso	318 436-3331
Lake Providence t	MC	6	L. B. Jackson	. . . .	Mattie Love	. . . .	Jimmy McIntyre	Stewart Marshall	. . . .	318 559-2288
Leesville t	CO	9	H. B. Sartor 78	Clyde R. Gill 74	Delain P. Prewitt	Robert L. Pynes	Allen R. Williams	W. C. Hillman	E. W. Pose	318 239-2444
Lutcher t	MC	4	Valfred J. Amato 6/78	. . . .	Thelma R. Foret	Thelma R. Foret	Paul J. Amato	Eldridge Lemoine	. . . .	504 869-5823
Mamou t	MC	3	B. J. Manuel 7/77	. . . .	Betty M. Newsom	Glenn Brunet	Dicky Young	Elvin Fontenot	. . . .	318 468-3272

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
LOUISIANA (88) continued										
Mansfield	MC	6	(not reporting)							318 872-0406
Many t	MC	3	Virginia G. Godfrey 6/77	....	Glyndal Gandy	....	Reo Wright	James A. Brumley, Jr.	W. J. Snell	318 256-3651
Marksville t	MC	5	Andre D. Coco 6/78	Willie J. Goudeau 74	Willie J. Goudeau	Willie J. Goudeau-1	Angelo Piazza, Jr.	Michael F. Neck	....	318 253-9250
Minden	CO	14	Tom Colten 12/74	....	Wayne B. Youngblood	Wayne B. Youngblood	T. C. Bloxom, Jr.	W. H. McClung	Wayne Williamson-4	318 377-2144
Monroe	CO	56	Ralph T. Troy 7/76	....	M. J. Cook	M. J. Cook	C. A. Roddy	Charles B. Gaushell	W. B. Brown-4	318 387-3521
Morgan City†	MC	17	C. R. Brownell 2/75	S. J. Morell	Robert Williams	Dave Kahn	A. K. Brizzard	E. T. Mungovan	C. H. Cloutier	504 385-1770
Natchitoches	CO	16	(not reporting)							318 352-3661
New Iberia	MC	30	J. Allen Daigre 6/76	....	Willie M. Ellis	Willie M. Ellis	Stanley Vitter	Lee Fournet	Austin Delahoussaye	318 365-2471
New Orleans§	MC	593	Moon Landrieu 5/78	Richard Kernion 71	Joseph C. Peterson	Henry Simmons	William J. McCrossen	Clarence B. Giarrusso	Blaise M. Carrier-5	504 586-4311
New Roads t	MC	4	William H. Scott 6/77	S. J. Rinaudo 46	S. J. Rinaudo	S. J. Rinaudo	Joe Braud	J. Jenning David	....	504 638-4061
Oakdale†	MC	7	Geo. B. Mowad 6/76	....	Troy G. Foyil	....	J. C. Dickens	Eugene H. Jones	Charles Sanders	318 335-3629
Opelousas†	MC	20	Wilfred E. Cortez 7/74	Harold L. Lastrapes	James R. Bienven	Aline Miller	James Cahanin	Earl Guidroz	Riley Reed	318 942-7533
Patterson t	MC	4	Fred Allen Mensman 6/78	J. M. Boyles 68	Enola Kilchrist	....	Joseph Carinhas	Jessie Paul	Edison Paul	504 395-5205
Pineville	MC	9	Fred H. Baden 7/78	....	Walter C. Reynolds	....	Howard L. Coleman	Leo Michiels	....	318 445-1431
Plaquemine t	MC	8	Harry K. Gallagher 76	....	Nell F. Haynie-3	....	Yves Ramirez	E. J. Leblanc	Henry G. Vadnais-5	504 687-3116
Ponchatoula t	MC	5	Charles H. Gideon 7/76	....	Ruby P. Landry	....	Erlo McLaurin	Murphy Hebert	....	504 386-6484
Port Allen	MC	6	William C. Leblanc 6/76	....	Margaret R. Sylvest	....	....	....	....	504 348-0441
Rayne	MC	10	Adley J. Boyer 6/78	....	C. C. Arsement	C. C. Arsement	....	George Melancon	....	318 334-3121
Rayville t	MC	4	Joe Kalil 6/78	....	Foster Jones, Jr.-2	....	Ralph Stephens	Wilburn Harris	J. W. McGlothin-4	318 728-4142
Ruston	MC	17	John W. Perritt 7/78	....	John H. Trigg	John H. Trigg	James H. Pipes	Donald Hammon	C. L. Smith	318 255-1108
St. Martinville t	MC	7	(not reporting)							318 394-6235
Shreveport	CO	182	L. Calhoun Allen, Jr 11/74	T. M. Bickham, Jr.	Gladys Witte	George A. Burton, Jr	Dallas Greene	Thurman P. Kelley	Don Hathaway	318 424-4171
Slidell t	MC	16	Frank N. Cusimano 6/78	....	John Swenson	John Coerver	Gayle Van Gilder	Edward C. Schilleci	Jay D. Reeves	504 643-3434
Springhill	MC	6	M. A. Gleason, Jr. 6/78	....	Johnnie S. McMahen	....	W. D. Beavers, Jr.	Tommie J. Jarrett	....	318 539-5681
Sulphur	CO	14	Adias Saunier 7/78	....	Charles C. Broussard	D. J. Guidry	Paul Frederick	Lynell Thomason	Adias Saunier	318 527-7078
Tallulah vt	MC	10	W. P. Sevier, Jr.	....	Juanita J. Massey	Juanita J. Massey	J. V. Panquin	Zelma C. Wyche	Edward F. Atkins	318 574-0964
Thibodaux†	MC	15	Warren J. Harang, Jr. 12/74	....	Theresa Picou	Joe Silverberg	Wilbert Bernard	Earl Melancon	Bertrand F. Hebert	504 447-3767
Vidalia t	MC	6	S. A. Murray, Jr. 76	....	Edith Vance	....	Ike Milligan	Alfred Holland	Lovice B. Beard	318 336-5206
Ville Platte t	MC	10	Harold B. Bordelon 7/77	....	George Baquet, Jr.	....	Rinel Smith	Audley Vidrine	....	318 363-2939
Vinton t	MC	3	Raywood LeMaire 6/77	....	D. E. Marshall-1	D. E. Marshall-1	D. J. Schanz	Henry J. Courville	E. L. Bahnsen-5	318 589-7453
Vivian t	MC	4	James W. Williamson 6/78	....	F. B. Rieves	....	Fred W. Brown	Harmon Idom	Fred W. Brown	318 375-3856
Welsh t	MC	3	(not reporting)							318 734-7231
West Monroe	MC	15	W. B. Hatten 6/78	....	Russell Myatt	Russell Myatt	E. L. Roark	Johnny Mitchell	James Troquille	318 322-1426
Westlake t	MC	4	Wilridge P. Doucet 6/78	....	Dalton McMillin	....	W. L. Squyres	Edwin Duhon	....	318 433-0691
Westwego	MC	11	Ernest J. Tassin 6/77	....	Calvin A. Galiano	Calvin A. Galiano-1	Milton Pichoff	Sidney Guillot	....	504 341-3424
Winnfield	MC	7	(not reporting)							318 628-3939
Winnsboro t	MC	5	W. E. Marioneaux 6/78	....	Roy T. Montgomery	....	Allen Robinson	Aaron W. Wright	....	318 435-9087
Zachary t	MC	5	(not reporting)							504 654-6871
MAINE (168)										
Amity t*†	CM	..	....	Carletta Marshall 73	....	....	....	....	....	....
Ashland t*	CM	2	....	Phillip Craig 66	....	....	....	....	....	207 435-2311
Auburn*	CM	24	John R. Linnell 10/75	B. J. Murphy, Jr. 70	Leroy Linnell	Gordon T. Ellis	Ralph S. Adams	Peter Mador	Roland R. Saucier-5	207 784-4019
Augusta*	CM	22	Stanley E. Sproul	Paul G. Poulin 64	Paul G. Poulin	John Edgerly	Redlon A. Holman, Jr.	Waldo W. Drake	Elmer F. Degon	207 623-8540
Baileyville t*	CM	2	....	David Mercier 73	Milton A. Annis	David Mercier	Thomas J. Wahl	John L. Gallant	Frederick Berube	207 427-3442
Bangor*	CM	33	Thomas E. Needham 11/74	Merle F. Goff 66	Jay E. Alley-1	Jay E. Alley-1	Theodore Jellison	Francis Woodhead	Henry Trahan	207 947-0341
Bar Harbor t*	CM	4	....	Leonard H. Kyle 69	Jean T. Barker	....	Royal J. Higgins	Lyman J. Kane	Charles H. Bartlett	207 288-3329
Bath*	CM	10	Scotchy Doyle 11/74	Jerry L. Maxwell 72	Jerry L. Maxwell	Jerome P. Nolan	Norman Kenney	Robert P. Picucci	Walter Arsenault	207 443-4672
Belfast*	CM	6	Robert O. Hall 3/76	James H. Murphy 74	Wilma B. Moses	....	James L. Richards	Raymond Couture	Harold Young	207 338-3370
Benedicta t*	CM	..	....	Joseph P. Rush 62	Lois McAvoy	Joseph P. Rush-3	....	....	....	207 365-4160
Berwick t*	CM	3	Lyle L. Littlefield 3/75	Christian Mumme 74	William Winship	Christian F. Mumme	Arthur Plante	John M. Montgomery	Christian F. Mumme	603 698-1101
Bethel t*	CM	2	....	Elwyn N. Dickey 67	Judith A. Young	Elwyn N. Dickey-1	Harold Carver	Robert Stearns	Elwyn N. Dickey	207 824-2669
Biddeford	MC	20	Lucien Dutremble 12/75	....	Luc Angers	....	Emile Bergeron	Harry R. Courtois	Theodore A. Drouin Jr	207 284-7461
Blaine t*	CM	1	....	Diana Menendez 74	Diana M. Menendez-3	....	....	....	....	207 452-2611
Boothbay t*	CM	2	....	Peter H. Cotter 73	Clayton M. Dodge	....	Stanley W. Lewis	....	....	207 633-3671
Boothbay Harbor t*	CM	2	Walter Reed, Jr. 77	Clarence Wilkinson 70	M. Robert Barter	Clarence Wilkinson	Harold A. Dodge	Leighton M. Davis	Clarence S. Wilkinson	207 633-3671
Bowdoinham t*	CM	1	Ezra A. Stevens 3/77	Arthur P. Curtis 72	Frances M. Pauling	Arthur P. Curtis	Allan C. Frizzle, Jr.	....	....	207 666-5531
Brewer*	CM	9	Gerald D. Robertson 10/74	Earle D. Stevens 65	Arthur C. Verow	....	Ronald Clark	David Koman	Gerald Leavitt	207 989-7500
Bridgewater t*	CM	1	Frederic Burnham 3/75	Mabel Everett 62	Patricia Lentine	....	Lewllyn Nelson	....	....	207 429-9856

Bridgton t*	CM	3	Theron M. Hatch III	Ervin L. Linscott 70	Ruth P. Irish	....	Stevens Barker	Robert C. Bell	E. L. Linscott	207 647-5582
Brownville t*	CM	1	....	William Allen, III 74	Roberta Smith	Sharon Ingalls	Alfred A. Gray	....	....	207 965-2561
Brunswick t*	CM	16	William N. McKeen 12/74	John P. Bibber 61	Sylvia Ouellette	Wolcott A. Hokanson	George J. Labbe	Clement G. Favreau	Herbert W. Watson-5	207 725-7522
Bucksport t*	CM	4	....	Roger H. Foster 74	....	....	....	....	....	207 469-2945
Buxton t	TM	3	Wilmot E. Lewis 3/75	....	Joan E. Plummer	....	Arthur Gannett	....	....	207 929-6171
Calais*	CM	4	Vinton Cassidy	Darrell C. Elsemore 73	Philip Manship	....	Ernest Daye	Clinton Hayward	Robert Foster	207 454-3081
Camden t*	CM	4	....	G. Willis Hodson 72	Rose E. Payson	....	Robert Oxton	Albert M. Smith	G. Willis Hodson	207 236-3353
Cape Elizabeth t*	CM	8	H. E. Woodsum 12/74	Quentin B. Spector 74	Natalie B. Libby	....	K. Wayne Murray	David W. Ditomaso	Herbert B. Dennison	207 799-0881
Caribou*	CM	10	William Anderson 12/74	Terrence St. Peter 74	Captola S. Harrington	Terrence St. Peter	Donald Woods	Verne B. McKenney	Bernard Lynch	207 493-3324
Carmel t*	CM	1	....	Glennis McSorley 68	Hester C. McGown	G. A. McSorley	Robert E. Jarvis	Ralph Shortt	....	207 848-3361
Castle Hill t*	CM	1	....	Edward A. Gagnon 70	....	....	....	....	....	207 764-3754
Chelsea t*†	CM	2	....	Edward Crowell 72	....	....	....	....	....	207 582-4802
China t*	CM	2	Edward W. French	Clarence H. Bessey 65	Joyce G. Cowing	....	Norman Prime	Joseph C. Pinette	....	207 445-2014
Clinton t*	CM	2	....	Harriet Lancaster 73	Roger Witham	....	Roland Tozier	Gerald Sylvester	....	207 426-8511
Corinna t*	CM	2	Ralph G. Smith 3/75	John W. Bird 74	Reba J. Tuttle	....	Robert Dearborn	....	....	207 278-4183
Corinth t*	CM	1	....	Gerald Scott 74	Joyce M. Buchanan	....	Norman I. Buswell	....	Keith D. Patterson	207 285-3271
Crystal t*	CM	..	Vernon A. Anderson 3/76	Mildred C. Kennard 74	Gladys J. Grant	Mildred C. Kennard	John York	....	....	207 463-2436
Cumberland t*	CM	5	Mary Louise Smith	Jared S. A. Clark 73	Christine St. Peter	Jared S. A. Clark	Ralph Brown	King Carter, Jr.	Jared S. A. Clark	207 829-5559
Danforth t*	CM	1	....	Byron L. Gould 72	Clayton White	Neal A. Murray	....	....	....	207 448-2321
Dexter t*	CM	4	....	George Campbell 74	Eleanor Smith Ronco	George N. Campbell	Clarence H. Prescott	Harold B. Knox	William A. Keyte	207 924-7351
Dover-Foxcroft t*	CM	4	Myles Smith 3/75	David Y. Miller 72	....	Murray Stanhope	....	G. Herbert Green	Robert Lander	207 564-3318
Dyer Brook t*†	CM	..	....	Leland C. Brown 65	....	....	....	....	....	207 757-8302
Eagle Lake t*	CM	1	....	Charles Sylvester 70	Sylvia Brooks	....	Everette Perreault	Russell Roy	....	207 444-5125
East Millinocket t	TM	3	....	Arthur C. Michaud 74	Edith Tibbitts	Mary A. Rouleau	John L. Curtis	John H. Doe	Donald Lyons	207 746-3376
Eastport*†	CM	2	....	Dana Jacobs 70	....	....	....	....	....	207 857-2951
Eliot t	TM	3	J. Peter Dennett 3/75	....	Dorothy Wood	Christine Webber	Walter Hoyt	Carl Vittum	....	207 439-1813
Ellsworth*	CM	5	James A. Silsby 3/76	Roger A. Moody 74	Fern Kelley	....	Clayton E. Torrey, Jr	Reginald L. McDevitt	Roger A. Moody	207 667-2563
Exeter t*	CM	1	....	Frederick S. Olson 65	Geraldine Batchelder	Frederick S. Olson	....	....	....	207 379-2191
Fairfield t*	CM	6	....	Cecil Lancaster 72	Agnes L. Pante	....	Ben Leighton	Fred Gould	Ralph Smith	207 453-6404
Falmouth t*	CM	6	William M. Moody 3/75	Dave Whitlow 74	Diane Lamontagne	....	Norman R. O'Brien	Clyde L. LeClair	Roger Williams	207 781-5253
Farmington t*	CM	6	Raymond J. Magno, Sr.	Harold L. Bean 66	Fay B. Adams	Beverly A. Besaw	Forrest Allen	Raymond B. Orr	Harold E. Adams-5	207 778-4930
Fort Fairfield t*	CM	5	Donald Eisensmith	Louis E. Ayoob 73	Wilfred Bernard	Louis E. Ayoob	Cecil Estey	Wendell Monson	Cecil Doak	207 472-3801
Fort Kent t*	CM	5	....	Claude Dumon 68	Patrick Pelletier	Claude Dumond	Phil Bouchard	Camille Caron	Claude Dumond	207 994-3090
Freeport t*	CM	5	Arthur R. Palmer 3/75	Bruce E. Benway 73	Phyllis Roy	B. E. Benway	Earl Silver	Herman Boudreau	Alton Thompson	207 865-6116
Frenchville t*	CM	1	....	Florence Michaud 57	Florence H. Michaud	Florence H. Michaud	Christian Guerette	....	Bertrand Albert	207 543-7301
Gardiner*	CM	7	H. J. Shapiro 12/75	Paul H. Hermann 68	Paul H. Hermann-3	....	William F. MacDonald	William F. MacDonald	Donald S. Cromwell	207 582-4200
Garland t*	CM	1	....	Frederick S. Olson 65	Jennie Higgins	....	Norman Puckard	Leroy Webber	Frederick S. Olson	207 924-6615
Gorham t*	CM	8	Richard A. Boyman	Eben B. Marsh 69	Ralph E. Newell	Eben B. Marsh	John Chandler	Cortland W. Tice	Lincoln F. Hawkes	207 839-3346
Grand Isle t*	CM	1	Gerard Ouellette 4/75	Albert G. Cyr 67	Laurette S. Cyr	....	Euclide Souey	Lewis Ouellette	....	207 995-3420
Gray t*	CM	3	Donald Brown 3/75	Wade B. Trudel 72	Wade B. Trudel	Wade B. Trudel	Neal LaVallee	Charles Sharpe	David Wilkinson	207 657-3339
Greenville t*	CM	2	James Clark 3/76	Richard A. Ross 74	Richard A. Ross	Richard A. Ross	Lester Warman	Edmond Pelletier	Richard A. Ross	207 695-2421
Guilford t*	CM	2	....	Robert Littlefield 74	Thomas Blake	Dorene Graf	Robert A. Elliott	Michael Littlefield	....	207 876-2202
Hallowell*	CM	3	Robert G. Stubbs 12/74	John A. Babbitt 70	Margaret Mosher	Esther Savage	Edward Rowe	Robert Tims	John A. Babbitt	207 623-4021
Hampden t*†	CM	5	....	Lawrence C. Lynch 66	....	....	....	....	....	207 862-2300
Harpswell t	TM	3	Malcolm B. Whidden Jr 3/75	....	Frances L. Johnson	Sylvia E. Frost	....	....	Ronald A. Webber	207 833-2834
Hartland t*	CM	1	....	Edgar R. Woodman 67	....	....	....	....	....	207 938-4401
Haynesville t*†	CM	..	....	Roy D. Aldrich 67	....	....	....	....	....	....
Hermon t*	CM	2	Dale A. Douglass	Rex F. James 69	Faye D. Keirstead	Rex F. James 69	David W. Keirstead	....	....	207 848-3485
Hodgdon t*	CM	1	Kenneth Duff	Kenneth Knowles 73	Cora Kinkade	Kenneth R. Knowles	....	....	....	207 532-6498
Houlton t*	CM	8	Robert Anderson	Thom Willard 71	Thom Willard	....	Dana Brown	Donald C. Dow	Wayne Hartford	207 532-2274
Island Falls t*	CM	1	....	Nancy A. McGraw 74	Richard Robinson	Nancy A. McGraw	Eli Brooks	....	....	207 463-2246
Islesborough t*	CM	..	David Brock	Marc V. Schnur 72	Teri Bates	Marc V. Schnur	George A. Durkee	Peter Merritt	....	207 734-6445
Jackman t*	CM	1	....	Leon A. Warren 74	Elsie Crawford	Austin W. Hall	Charles E. Dillihunt	Bruce Washburn	Leon A. Warren	207 668-5611
Jay t*	CM	4	....	Michael J. Houlihan 72	Cynthia Gilbert	....	Hamblin Allen	Reuben Harris	....	207 897-2148
Kennebunk t*	CM	6	Heber A. Smith, Jr. 3/75	Kenneth W. Barrett 73	Edna L. Wentworth	Kenneth W. Barrett	Lewis H. Burr	Frank E. Stevens	Kenneth W. Barrett	207 985-2102
Kittery t*	CM	11	....	John R. Kennedy 70	Alice L. Patey	John R. Kennedy	James Melhorn	Robert Hundley	John R. Kennedy	207 439-1633
Lewiston	MC	42	John C. Orestis 1/76	Lucien B. Gosselin	Gerald P. Berube	Lucien Gosselin-2	Reginald Doucette	Lucien H. Longtin	Roger R. Pruneau	207 784-2951
Limestone t*	CM	9	....	Martin T. Krauter 74	June L. Noyes	Martin T. Krauter	Albert Poitras	Norman S. Johndro	Lloyd E. Collins	207 325-3131
Lincoln t*	CM	5	A. Earl Tomilson 4/75	Carroll B. Worcester 71	Reta M. Johnston	C. B. Worcester	Charles MacNevins	Robert L. Lyons	David H. Washburn	207 794-6645
Linneus t*	CM	1	Glen Stewart 76	Kenneth Knowles 67	Thelma Logie	Kenneth R. Knowles	....	....	....	207 532-6182
Lisbon t*	CM	7	Richard G. Garnett 3/75	Edward Ainsworth 71	Glenys J. Thompson	Edw. E. Ainsworth	Howard Ricker	Ronald W. Turcotte	Edward E. Ainsworth	207 353-2241
Litchfield t*	CM	1	....	Richard C. Smith 60	Richard C. Smith	Richard C. Smith	Gerald Partridge	David Harvey	Richard C. Smith	207 268-4721
Littleton t*	CM	1	....	Anna L. Schools 46	Anna L. Schools	....	....	....	Frederick McBride	207 538-8821
Livermore Falls t*	CM	3	....	M. Gaylord Boutilier 72	Marion Hood	....	Kenneth Coombs	Leonard DiMarco	....	207 897-3303
Lubec t*	CM	2	....	Michael D. Connors 74	Marylyn C. Curtis	....	Clarence W. Small	....	....	207 733-5532
Ludlow t*†	CM	..	....	Richard J. York	Marie Wright	Richard York	....	....	....	207 532-5513
Machias t*	CM	2	Sherwood Chandler	Lincoln C. Stackpole 70	Pauline C. Chadwick	....	Clyde T. Bernhardt	Ivan Archer	....	207 255-6621

Directory 1/9 continued MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
MAINE (168) continued										
Madawaska t*†	CM	6	A. N. McQuarrie	Louis A. Cyr 72	Laurina Picard	Louis A. Cyr	June Daigle	Louis E. Daigle	Lucien Cyr	207 728-4212
Madison t*	CM	4	....	Ronald F. Berry 73	Beverly J. Hebert	Beverly J. Hebert	Stanley Bragg	William H. O'Donnell	Ernest McCarthy	207 696-3046
Mapleton t*	CM	2	....	Edward A. Gagnon 70	....	....	....	....	....	207 764-3754
Mars Hill t*	CM	2	....	Thomas Saucier 74	Thomas Saucier	....	Norman McPherson	Daniel Kinney	....	207 425-3731
Masardis t*	CM	..	Clyde Craig 75	Leo P. Cormier 72	Julia Goding	Leo P. Cormier	Clive Bragdon	....	Leo P. Cormier	207 435-2842
Mechanic Falls t*	CM	2	....	Leon F. Jones 70	Adeline M. Keene	Leon F. Jones	Donald T. Patterson	E. F. Nickerson, Jr.	Leon F. Jones	207 345-2871
Merrill t*	CM	..	Don O. Mitchell 3/75	Hadley Currier 74	Hadley Currier	Hadley Currier	Don O. Mitchell	Ralph Kennedy	Hadley Currier	207 757-8286
Mexico t*	CM	4	Robert J. Remeika 3/75	Raynold Blanchette 73	Calvin P. Lyons	Calvin P. Lyons	William Whytock	John J. Bernard, Jr.	Raynold N. Blanchette	207 364-7971
Milbridge t*	CM	1	Earle Tyler 2/75	Ralph Dare 74	....	....	Peter Sawyer	....	....	207 546-2422
Millinocket t*	CM	8	John Nicholson 3/75	A. Kermit Crandall 62	A. Kermit Crandall	A. Kermit Crandall	Christopher Clark	Frank Friel	Peter Pikelis	207 723-9701
Milo t*	CM	3	....	Warren H. Cookson 73	....	....	....	....	....	207 943-2202
Monmouth t*	CM	2	....	Robert C. Smith 63	Robert C. Smith	Robert C. Smith	Laurence O. Folsom	Lawrence J. Cyr	C. H. Robinson	207 933-2206
Monroe t*	CM	..	....	James Frost, Sr. 68	Vesta Rand	James Frost, Sr.	Lloyd Nealley	....	James Frost, Sr.	207 525-3515
Monson t*	CM	1	....	Michael T. LaChance 74	....	....	....	....	....	207 997-3641
Monticello t*	CM	1	....	Doris P. Britton 74	Doris Britton	....	....	Chester Nickerson	Chester Nickerson	207 538-6851
Mount Desert t*	CM	2	....	John H. Harding 64	Frederick Brown	Carlo Ninfi	Dana Haynes	William Pearson	Carlton Taylor	207 276-5531
New Canada pl*	CM	..	Real Pelletier 3/75	Annette Dumond 70	Rita Pelletier	Annette Dumond	....	....	Claude Dumond	207 834-3275
New Gloucester t*	CM	3	William Kiley 3/75	A. Wayne Cobb 73	A. Wayne Cobb	A. Wayne Cobb	Willard Morrison	Ole Anderson	A. Wayne Cobb	207 926-4405
New Portland t*	CM	1	....	D. E. Cossaboom 72	Lyndon Atwood	D. E. Cossaboom	Harold Tozier	Harold Tozier	....	207 628-2441
Newport t*	CM	2	Frank Pray, Jr. 4/77	Ronald Miller 74	Joyce Pepin	Ronald Miller	Donald Brawn	Charles Hawkins, Sr.	Darell Burke	207 368-5575
Norridgewock t*	CM	2	....	Wilfred C. Herring 73	Eloise B. Libby	Wilfred C. Herring	Winton Keene	Charles R. Gratte	Wilfred C. Herring	207 634-2252
Norway t*	CM	4	Peter Montpelier	Larry A. Todd 74	Joyce M. Ball	Larry A. Todd	Robert J. Butters	Edmond J. LaChance	Donald M. Hunt	207 743-6651
Oakfield t*†	CM	1	....	Leland C. Brown 65	Pansy L. Burton	....	Cecil Somers	Donald Lawler	Leland C. Brown	207 757-8479
Oakland t*	CM	4	....	Dooris J. Gilbert 66	....	....	....	....	....	207 465-2551
Ogunquit v*†	CM	1	....	John N. Dannert 69	....	....	....	....	....	207 646-2711
Old Orchard Beach t*	CM	5	Leslie E. Wyman	Rita Y. Belair 74	Barbara E. Lord	Ruth Kelley	Thomas Smith	Richard C. Lumb	Armand St. Hilaire	207 934-4481
Old Town*	CM	9	Barbara B. Everett 11/74	Peter Parker 73	Shirley Stevens	Bruce Hutson	Kenneth Sirois	Robert L. McKenney	Richard Lacadie-5	207 827-5985
Orono t*	CM	10	H. Brian Mooers 3/75	Robert A. Clark, Sr. 71	Wanda H. Jackson-2,3	....	Gary Robichaud	Charles J. Erickson	Byron Porter	207 866-2241
Orrington t*	CM	3	Robert A. Cust 3/75	Alton M. Dixon 68	Amy L. Waugh	Alton M. Dixon	Newell E. Kent	....	Alton M. Dixon	207 825-3340
Oxford t*	CM	2	Evan Thurlow	Charles G. Bourque 66	Anita Moulton	....	Nelson Smith	Ronald Rugell	....	207 539-4431
Paris t*†	CM	4	....	Willis E. Parsons 66	Glenna Gay	....	Harold Edward	Clayton Gay	Reginald Linindell	207 743-2501
Patten t*	CM	1	....	Kathleen Rogers 73	....	....	....	....	....	207 528-2215
Phillips t*	CM	1	Charles A. Wilbur 3/75	Laura W. Toothaker 66	Sallie V. Parker	L. W. Toothaker	Leo Bolduc	....	Richard E. Caton, Sr.	207 639-3561
Pittsfield t*	CM	4	Paul E. Susi, Jr. 12/74	William M. Lunt, Jr. 74	Joyce A. Raye	William M. Lunt, Jr.	Paul E. Nichols	James C. Gurney, Sr.	Charles Broad	207 487-2741
Poland t*	CM	2	Lionel Ferland 3/75	Richard L. Chick 74	Marion Messerve	....	Raymond Waterhouse	....	....	207 998-4912
Portage Lake t*	CM	..	....	Leo P. Cormier 68	Gladys Cote	Leo P. Cormier	Louis Michaud	Lawrence Converse	Leo P. Cormier	207 435-4361
Portland*	CM	65	William B. Troubh 12/74	John E. Menario 67	Arthur H. Duffett	John G. Depalma	Joseph R. Cremo	William B. McClaran	F. Worth Landers	207 775-5451
Presque Isle*	CM	11	Keith H. Fowles 12/74	Dana F. Connors 68	Bertel W. Johnson	....	Cecil D. McCready	Ira B. Coffin	John V. Carrier	207 764-4485
Rangeley t*	CM	1	....	Howard Gurney 74	Arbeth Hodgkins	Howard Gurney	Harlan Doak	Reynold Brackett	Allen Quimby	207 864-3391
Reed pl*	CM	..	Carl M. Rollins 3/75	Joan Emery 66	Evelyn P. Emery	....	....	....	....	207 456-2331
Richmond t*	CM	2	Neal E. Brown 3/75	Arthur L. Bailey 74	Thomas W. Borjesson	Arthur L. Bailey	Harris G. Hutchins	John W. Wallace, Jr.	Arthur L. Bailey-5	207 737-4305
Rockland*	CM	9	....	Harry J. Pascoe 73	Raymond F. Cross	Harry J. Pascoe	James B. York	Maurice H. Benner	Ralph L. Thompson, Sr	207 594-8431
Rockport t*	CM	2	....	Carl L. Betterley 70	Brenda S. Richardson	C. L. Betterley	Bruce C. Woodward	Forest B. Doucette	C. L. Betterley	207 236-3575
Rumford t*	CM	9	Howard Waite 3/75	Daniel C. McDonald 71	Edna E. Damour	D. C. McDonald, II	George A. Bulger	Albin Gestaut	D. C. McDonald, II	207 364-4576
Saco	MC	12	Berton Braley 12/75	John S. Dexter, Jr. 74	Joan M. LaMontagne	Gene Palmer	Kenneth Pendleton	Alfred Cote	Richard P. Murray	207 284-4831
St. Agatha t*	CM	1	....	Clarence Michaud 67	Clarence Michaud	Clarence Michaud	John Belanger	....	....	207 543-7422
St. Albans t*	CM	1	....	Charles Boyd, Sr. 69	Patricia Chambers	....	James Smith	....	....	207 938-4568
Sanford t	RT	16	Norman S. Hall 12/74	....	J. Raymond Nadeau	Madeleine C. Gilling	George Driscoll	John Pride	Earl L. Doliber, Jr.	207 324-4121
Sangerville t*	CM	1	Richard Stutzman 75	Willard A. Starbird 74	Maude Rees	Willard A. Starbird	Dennis Pearl	Gerald Rollins	....	207 876-2814
Scarborough t*	CM	8	....	Robt. D. Steele 65	Norman E. Morse	....	Eldred H. Harmon	John T. Flaherty	Elwood R. Mitchell	207 883-4301
Searsport t*	CM	2	Roger Farris 3/75	Elmer N. Savage 69	Ruby Wood	Elmer Savage	Dan Rich	Albert Leavitt	Elmer Savage	207 548-2256
Sherman t*	CM	1	Clair O'Roak 12/74	Roland V. Webb 74	Roland V. Webb	Roland V. Webb	Lawrence Smith	....	....	207 365-4260
Skowhegan t*	CM	8	(not reporting)	....	....	....	....	....	....	207 474-3744
Smyrna t*	CM	..	Roger Lilley 3/75	Hadley Currier 63	Hadley Currier	Hadley Currier	Keith Friel	Keith Friel	Hadley Currier	207 757-8286
South Berwick t*	CM	3	Frederick W. Ochs	Rudolph Naples 73	Dorothy J. Hilton	Rudolph Naples	George Gorman	H. Leon Planche	Rudolph Naples-5	207 384-2263
South Portland*	CM	23	Ralph Kilgore 12/74	Ronald E. Stewart 71	Edna Morrison	Donald K. Turner	Philip McGouldrick	Ralph Segal	Richard Brado	207 767-3201
Southwest Harbor t*	CM	2	Lee S. Wilbur 3/77	Burgess Knowles 72	Nettie V. Vine	Burgess Knowles	Wilbert Terry	George Hammond	Burgess Knowles	207 244-5404
Stacyville t*	CM	1	....	Rose M. Nye 74	Annette Huntley	Rose M. Nye	Marlon McAvoy	....	....	207 365-4195
Standish t	TM	3	F. Beverly Pendexter 3/75	....	Elmer H. Alley	Elmer H. Alley	T. Russell Smith	....	Ralph L. Richardson	207 642-3466

Stockholm t*	CM	..	....	Gerald Coville 73	Gerald Coville	Gerald Coville	Delmar Brissette	Delmar Brissette	Gerald Coville	207 896-5659
Stonington t*†	CM	1	....	Harry Scott 74	Janice Turner	Harry Scott	Carlyle Webb	Douglas Gray	....	207 367-2351
Thomaston t*	CM	3	William Wallace 4/75	John S. Taylor 67	Enoch M. Clark	....	George G. Grafton	Joseph Cifaldo	....	207 354-6272
Topsham t	TM	5	William E. Greig 3/77	....	Louise E. St. longe	Marjorie Randall	Carl Randall	Ronald A. Riendeau	Harry E. Haskell	207 725-5821
Tremont t*†	CM	1	....	E. Earl Browne 70	....	....	....	....	....	....
Van Buren t*	CM	4	....	Eddie Belanger 66	Kathleen Cyr	....	Chanel Bouchard	Hermel Vaillancourt	....	207 868-2886
Vassalborough t*	CM	3	....	Kenneth Kokernak 74	Jane Pronovost	....	Norman Duplessie	Edward Morin	....	....
Waldoboro t*	CM	3	Harlan G. McLain 3/76	Niles L. Perkins 72	William H. Brooks	....	Robert Maxcy	Terrence Parker	Paul Walter	207 832-5369
Wallagrass pl*	CM	1	....	Barnard Michaud 62	....	....	....	....	....	....
Warren t*	CM	2	Marianne P. Lowden 3/75	Thomas A. Russell 73	Avis M. Luce	....	Charles Overlock II	....	....	207 273-2421
Washburn t*	CM	2	....	S. G. Richardson 72	Glenis M. Carter	Sheldon Richardson	Jasper Umphrey	Conrad Parent	Eldon Corey	207 455-3811
Waterville§	MC	18	Richard J. Corey	Robert Palmer, Jr. 68	Helen F. Carey	Robt. W. Palmer, Jr	Bernard Larsen	Ronald Laliberte	Larry W. Seymour-4	207 872-2561
Wells t*	CM	4	Donald P. Butler 3/75	Robert L. Littlefield 69	Alberta M. Wentworth	....	....	Ronald W. Carter	Robert L. Littlefield	207 646-2321
Westbrook§	MC	14	William B. O'Gara 12/75	Harold F. Parks 73	William L. Clarke	Dorothy M. Winters-3	James F. Rulman	Leroy R. Darling	Kenneth Eastman	207 854-9105
Wilton t*	CM	4	....	John S. Donald, Jr. 66	Elaine Byron	J. S. Donald, Jr.	George Rainey	Leon White	John S. Donald, Jr.	207 645-4961
Windham t	TM	7	....	....	Barbara E. Strout	....	Richard Libby	Leonard Jacques	John H. Hall	207 892-6777
Winslow t	CM	7	Robert LaRochelle	William J. Ayoob	Rosanne Boutin	William J. Ayoob	William Horne	Ronald Whary	Lawrence Fortin	207 873-2937
Winter Harbor t*	CM	1	Frederick W. Wakefiel 3/75	Lewis E. Libby 72	Lewis E. Libby	....	Hugh P. Mackay	....	....	207 963-2235
Winterport t*	CM	2	Ardane R. Whittier 3/75	Gary L. Lowe 74	Beatrice Raymond	Gary L. Lowe	William Hussey	Bernard Simpson	....	207 223-4433
Winthrop t*	CM	4	Roger L. Guerette 12/76	Clayton R. Bragdon 68	Virginia M. Souther	C. R. Bragdon-1,2	Hartley Palleschi	Linwood Baker	Clayton R. Bragdon-5	207 377-2286
Yarmouth t*	CM	5	....	James G. Pratt 71	Frances E. Bayers	James G. Pratt-3	Ernest Winslow	Leo Rafferty	Harry E. Morrill, Jr.	207 846-4971
York t	TM	6	Leon H. Blaisdell Jr. 3/76	Edwin E. Kimball 74	Hervey B. Carpenter	Edwin E. Kimball	Russell Marston	Albert Moulton	Leon H. Moulton	207 363-2660
York Beach v*	CM	1	....	Hubert W. Dunston 74	....	....	John F. Welch	Donald E. Smith	Hubert W. Dunston	207 363-4675
MARYLAND (44)										
Aberdeen t*	CM	12	William B. Hause 5/75	....	Harry S. Wyre	Harry S. Wyre	Wm. C. Benjamin, Jr.	Arthur B. Elliot	Thomas Wagman-4,5	301 272-1600
Annapolis	MC	30	John C. Apostol 6/77	Margaret Conlyn 73	Margaret D. Burket	William S. Tyler	Charles H. Steele	Bernard J. Kalnoske	William R. Jackson-4	301 263-3322
Baltimore	MC	906	Wm. Donald Schaefer 12/75	Joan B. Bereska	....	Charles L. Benton	Thomas Burke	D. D. Pomerleau	Francis W. Kuchta	301 396-3100
Bel Air t*	CO	6	James F. O'Neill 12/74	William R. Manning 74	Jeanne L. Russell	Rubin Sapperstein	....	Albert J. Kunmann	Thomas R. Brooks	301 838-5400
Berwyn Heights t	CO	4	Jadie B. McDougald 5/76	John L. Brunner 71	Barbara Lasick	John L. Brunner	....	....	Howard F. Moore-5	301 474-5000
Bladensburg t	MC	7	Francis C. O'Donnell 5/75	....	Elsie S. Morrison	Wm. C. Morrison	....	James E. Graves	Harry J. Allen	301 927-7048
Bowie*	CM	35	James J. Conway 4/76	A. Louis Hayward 69	Edith Maylack	Raymond W. Page	....	....(6)	....	301 262-1200
Brentwood t	MC	3	W. Howard Smith 5/75	....	Mary E. Reed	George D. Denny, Jr.	L. A. Johnson, Jr.	....	....	301 927-3344
Brunswick t	MC	4	Jess D. Orndorff 9/76	....	E. Donald Darr	E. Donald Darr	Harvey E. Cannon	Thomas G. Thompson	R. G. Wynkoop	301 834-7500
Cambridge	MC	12	(not reporting)							301 228-4020
Capitol Heights t§	MC	3	Leo P. Forami	Eugene A. Zamer 66	....	....	....	....	....	301 336-0628
Chestertown t	MC	3	P. M. Brooks, Jr. 12/78	J. A. Henderson, Jr. 72	Marie B. Legg	....	....	George R. Brown	Medford Capel	301 778-0500
Cheverly t*	CM	7	Robert W. O'Connor 5/77	C. H. Alexander 74	Marian E. Broadwell	....	....	A. J. Parys	James H. Butler-5	301 773-8980
College Park*	CM	26	Dervey A. Lomax 12/75	Leon F. Shore 71	Miriam P. Wolff	V. David Sabin	....	Earl M. Harnest	Scott T. Porterfield	301 864-8877
Crisfield	MC	3	(not reporting)							301 968-1333
Cumberland	CO	30	F. Perry Smith, Jr. 7/78	....	Wallace G. Ullery	William Z. Burke-2	Robert C. Long	Wilbur E. Shank	John O. Dewitt	301 722-2000
District Heights t	MC	8	E. Michael Roll 5/75	....	N. D. Mencer	N. D. Mencer	....	....	Roy B. Driver-5	301 336-1400
Easton t	MC	7	Henry H. Purdy 5/75	....	Elizabeth M. Willey	....	C. Eugene Butler	Wm. H. Wilkinson	W. H. Corkran, Jr-4,5	301 822-2525
Elkton t	MC	5	Paul C. Dennis 5/78	Robert R. Reed	Mary D. Pippin	....	....	Thomas McIntire, Jr.	John Cliff	301 398-6933
Forest Heights t	MC	4	Warren F. Adams 5/75	....	Elizabeth McMaster	Grover Dare	....	Harry Polis	Homer Davison	301 839-1030
Frederick	MC	24	Ronald N. Young 1/78	Allen G. Merchant	Helen J. Soper	Betty E. Rice	....	Charles V. Main	Michael E. Pue, Jr.	301 662-5161
Frostburg	MC	7	Arthur T. Bond 5/76	....	Wm. R. Vogtman-2	Wm. R. Vogtman	....	....	....	301 689-6000
Gaithersburg*	CM	8	Susan E. Nicholson 5/78	Sanford W. Daily 68	Sanford W. Daily	Roger L. Anderson	....	Marson H. Johnson	A. M. McLachlen	301 948-3220
Glenarden t	MC	5	Decatur W. Trotter 5/75	Henry N. James 73	Henry N. James	Andrew Ward	....	....	James L. Clark	301 773-6830
Greenbelt*	CM	18	Richard R. Pilski 9/75	James K. Giese 62	Gudrun H. Mills	....	....	William T. Lane	A. S. Attick	301 474-8000
Hagerstown	MC	36	Varner L. Paddack 3/77	....	Joseph Walzl	William Markell	John Hall	Clinton Mowen	H. Dean Huber	301 731-3200
Havre De Grace	MC	10	Frank J. Hutchins 5/75	....	W. Robert Himes	....	Richard Springer	J. Earl Walker, Jr.	Allen Lee, Jr.	301 939-1800
Hyattsville	MC	15	Charles L. Armentrout	....	Silas E. Dennis, Jr.	Silas E. Dennis, Jr.	Donald B. Moltrup	John J. Downs	John W. Berwick-5	301 927-0194
Indian Head t*	CM	1	William T. McGuigan 5/75	Jeffrey H. Minor 71	Bernice B. Rison	Bernice B. Rison	Frank Cotrufo, Jr.	....	....	301 743-3730
La Plata t*	CM	2	Victor Bowling, Jr. 5/75	John D. Newman, Jr. 70	Irene A. Bowling	Irene A. Bowling	Garyton C. Echols, Jr	Henry E. DeMarr	R. L. Southerland, Jr	301 934-8421
Landover Hills t	MC	3	William L. Machen 5/75	....	F. Anita Davidson	....	....	Vernon R. Hill	Luther Etchinson	301 577-0101
Laurel t	MC	11	Leo E. Wilson 3/78	George S. Barkman 74	Harold T. Rice	Harold T. Rice	Joseph Robison	Robert M. Kaiser	Walter A. Holowchak	301 725-3000
Mount Rainier	MC	8	Roy W. Callaway 5/75	....	....	....	Robert Mutchler	Thomas E. Alsop	Earl K. Collins	301 927-0104
New Carrollton	MC	13	Jordan L. Harding 5/76	Earl C. Klinger 69	....	James McElroy-3	....(6)	....(6)	John R. Omeara	301 577-7788
Pocomoke City*	CM	4	J. Dawson Clarke 4/76	John A. Yankus 73	Louise Northam	....	Raymond Dryden	Norwood Wimbrow	Paul Durham	301 957-1333
Princess Anne t*	CM	1	Levin R. Wilson 6/76	George P. Volenik 73	Lois S. Byrd-3	....	....	Robert F. McCracken	....	301 651-1818
Riverdale t	MC	6	Guy Tiberio 6/75	Robert G. Fuerst	....	Robert G. Fuerst	Chuck Ryan	Hamilton W. Shoop	David D. Brandt	301 927-6381
Rockville*	CM	42	Wm. E. Hanna, Jr. 4/76	Larry N. Blick 72	Helen Heneghan	Jack Horner	....	....	Ward L. Rothgeb	301 424-8000
Salisbury§	MC	15	Elmer F. Ruark 4/78	Patrick J. Fennell 73	Fara L. Tawes	W. H. Brittingham	Fred Williams	Leslie J. Payne	Philip C. Cooper-4	301 749-5723
Seat Pleasant t*	CM	7	Henry T. Arrington 5/76	Lee N. Mack 74	Mazie Tillman	Betty Johnson	....	Roy A. Burke	Paul C. Acton	301 336-2600
Takoma Park	MC	18	John D. Roth 4/76	Haynes M. Pridgen	Haynes M. Pridgen	Haynes M. Pridgen	Stephen J. Lascola	Robert E. Porter	Anthony A. Barile	301 270-1700
University Park t	MC	3	(not reporting)							301 779-8481

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
MARYLAND (44) continued										
Westernport t†	MC	3	James Wills	....	Katherine Hartig	Richard Rinard	Francis Gardine	Jack Evans	Herb Alexander	301 359-5211
Westminster	MC	7	Leroy L. Conaway 5/77	....	John D. Dudderar	Robert W. Myers	....	H. Leroy Day	Carroll R. Dell	301 848-9000
MASSACHUSETTS (256)										
Abington t	TM	12	(not reporting)							617 878-6425
Acton t§	MC	15	William C. Sawyer 75	Robert W. Dotson 69	Charles M. MacRae	Arthur Schene	Thomas J. Barry, Jr.	Norman L. Roche	John T. Condon	617 263-2761
Acushnet t	TM	8	Gerard Charest 3/75	Alfred E Portway 71	Allan L. Rawcliffe-3	Wilfred Fortin-1	Arsene J. Cusson	Harold E. Bamber, Jr.	Stanley Stopka-5	617 995-2915
Adams t	RT	12	Joseph R. Dean, Jr. 3/75	....	Audrey Scully	Joseph T. Satko	Arthur Hathaway	John A. Tarsa	Chester T. Trzcinski	413 743-0007
Agawam t*	CM	22	Benjamin Lockhart 12/75	James D. Westman 72	Edward A. Caba	David Gallano	Harry Schneider	R. Kenneth Grady	Leonard C. Belcher	413 786-0400
Amesbury t	RT	11	Henry E. Fournier 2/75	....	James H. Gillespie	Lawrence Hoyt	Arthur R Gaudet	Edmund J. McLaughlin	Thomas Sotera	617 388-0622
Amherst t*	CM	26	Michael P. Sullivan 4/77	Allen L. Torrey 54	Estelle M. Matusko	Myrtle A. Lehane-1	John T. Doherty	Donald N. Maia	Stanley P. Ziomek-5	413 253-3885
Andover t*	CM	24	Milton Greenberg 3/77	J. Maynard Austin 69	Elden R. Salter	J. Maynard Austin	Henry L. Hilton	David L. Nicoll	Robert E. McQuade	617 475-5560
Arlington t*	CM	54	Harry P. McCabe 3/75	Donald R. Marquis 66	Mary A. Farrington	Carmen T. Foritano-1	Robert C. Blomquist	Ferdinand A Lucarelli	Raymond A. Ouellette	617 643-6700
Ashburnham t	TM	3	(not reporting)							617 827-5733
Ashland t	TM	9	Richard J. Fannon 5/75	....	Winston E. Gouzoules	Charles Mach	Donald Morse	....	John Myron	617 881-3524
Athol t	RT	11	Leo J. Dugas 4/77	....	Robert S. Horrigan	Paul P. Jerris	Armand J. Dugas	Ernest P. Chiasson	M. Anthony Casella	617 249-4551
Attleboro	MC	33	Raymond L. Macomber	....	Gladys Hinds	Richard V. Boucher	Merton E. Churchill	Francis J. Hynes	John J. MacKinnon	617 222-0035
Auburn t	RT	15	Winfield B. Blum	Hubert K. Barry	John E. Riley	Doris E. Anderson	John J. Boudreau	Robert F. Johnson	R. E. Whitcher	617 832-3761
Avon t	TM	5	John F. Cawley	....	Violet C. Netinho	Violet C. Netinho	John H. Reid	Carl F. Miller	James F. Meninno-5	617 586-9430
Ayer t	TM	7	Robert C. Bowler 75	....	Elizabeth L. Chase	Dolores J. Bowler	G. L. Donahue, Jr.	Elmer J. Whitehead	Walter F. Burdick	617 772-3642
Barnstable t	RT	20	Martin E. Hoxie	....	Howard W. Sears-2	John J. Grant-1	Richard C. Sturges	Albert L. Hinckley	Robert D. Klimm-5	617 775-1120
Barre t	TM	4	(not reporting)							617 355-2081
Bedford t§	TM	14	Richard Weidman	Richard B. Brown 74	Donald Pfeiffer	Donald Pfeiffer	Robert Ulm	Donald Eunson	Kenneth M. Pedersen	617 275-0083
Belchertown t	TM	6	G. Parker Ketchen 75	....	Carl J. Peterson, Jr	Deborah A. Downing	Louis E. Fuller	Ernest M. Gay	Albert LePage	413 323-6901
Bellingham t	TM	14	Donald J. Horan 3/75	....	Bertrand Z. Remillard	Richard Ranieri	Vincent Thayer	Norman McLinden	Gerard Daigle	617 966-0040
Belmont t	RT	28	Edward F. Gallotti 4/77	....	Ann C. Cresine	Edwin R. Sparrow, Jr	John T. Kerrigan	Jeremiah V. Kiley	Curtis Woodfall-5	617 484-2300
Beverly	MC	38	James A. Vitale 1/76	....	John F. Couhig	John C. Shaw	Dean M. Palmer	Edward Aucone	Philip L. Pattison	617 927-0031
Billerica t	RT	32	Paul F. Newman	....	F. Lillian Turner	Ralph McKenna	Harry Martell	Joseph Ryan	Edward V. Leahy	617 667-1512
Blackstone t*	CM	7	....	....	Doris Suss	....	John F. Greene	....	....	617 883-9132
Boston	MC	735	Kevin H. White 1/76	....	Joseph Dunla	James V. Young	James H. Kelly	Robert J. Digrazia	Joseph F. Caszza	617 722-4100
Bourne t†	TM	13	Jeremiah F. Cahir 74	....	Mary C. McDonough	Dorothy Schroeter	Richard Raymond	Henry F. Maiolini	....	617 759-4417
Boxford t	TM	4	Charles E. Killam 76	....	Audrey J. Ladd	Francis P. Perry	David E. McGarr	Douglas A. Warren	Thomas F. Greene	617 887-2100
Boylston t	TM	3	John J Durkin,Jr. 75	....	Helen M. Duffy	Donald B. Thompson	Donald C. Parker	David A. Werme	Edward Kimball	617 869-2234
Braintree t	RT	35	Carl R. Johnson, Jr. 3/75	Daniel W. Schluter	Robert N. Bruynell	Walter Kirkland	Joseph Hall	John V. Polio	Harry Hoffmann-5	617 843-0570
Bridgewater t	TM	12	Paul H. Lyons 75	....	Arthur W. Blanchard	....	George H. Sweeney	James W. Elliott	....	617 697-3700
Brockton	MC	89	David E. Crosby 1/76	Leo E. Dornan 74	John J. Lyons	Mildred M. Lipper-1	Edward L. Burrell	Stephen A. Spillane	John J. Creeden	617 586-2800
Brookline t§	TM	59	Robert C. Cochrane 3/76	Richard T. Leary 69	Thomas F. Larkin	Allan Sidd	William E. Murphy	James C. Rourke	Leo D. Picardi	617 232-9000
Burlington t	TM	22	Thomas J. Flaherty Jr 3/76	Donald J. Zollo 74	Catherine R. McKim	Arthur A. Zervas	Herbert W. Crawford	Edward J. McCafferty	Angelo R. Orlandella	617 272-6700
Cambridge*	CM	100	Walter Sullivan 1/76	James L. Sullivan 74	Paul Healy	....	William J. Cremins	James F. Reagan	Conrad Fagone	617 876-6800
Canton t	TM	17	Daniel J. Flood 3/76	Wm. J. Thibeault 74	Maurice E. Ronayne	Elsie M. Parker	F. David Crowley	John F. Ruane	Harold J. Publicover	617 828-4734
Carlisle t	TM	3	Nancy P. Penhune 75	....	....	....	Waldo D. Wilson	Richard P. Hersey	Roger A. Davis	617 369-6155
Charlton t	TM	5	(not reporting)							617 248-5620
Chatham t	TM	5	(not reporting)							617 945-0217
Chelmsford t	TM	31	Gerald J. Lannan 4/75	Evelyn M. Haines	Mary E. St. Hilaire	Arnaud R. Blackadar	Frederick H. Reid	Robert E. Germann	Louis R. Rondeau	617 256-4014
Chelsea	MC	31	Philip J. Spelman 1/76	....	John P. Dalis	F. J. Sullivan	Herbert C. Fothergill	Abraham Burgin	Jesse Neil	617 884-0407
Cheshire t	TM	3	(not reporting)							413 743-1690
Chicopee	MC	67	Edward J. Ziemba 75	....	John S. Whalen, Jr.	Ernest LaFlamme, Jr.	Edward B. Borowiec	Henry A. Kulig	Edwin R. Orwat	413 594-4711
Clinton t	TM	13	Philip H. Nolan 77	....	Earl P. Wilson	....	Thomas Moore	Edward O'Toole	Maurice Burgoyne	617 365-3562
Cohasset t†	TM	7	....	....	Charles Marks	William Signorelli	Charles Piepenbrink	Randolph A. Feola	....	617 383-0187
Concord t*	CM	16	Philip H. Suter 5/75	Paul J. Flynn 65	Alice Ingham	Paul J. Flynn	Thomas Tombeno	William J. Costello	Thomas S. Worthley-5	617 369-2100
Dalton t	TM	8	John W. Bartels 77	....	....	....	Robert Kirchner	Robert R. Powell, Sr.	Thomas J. Callahan	413 684-0032
Danvers t*	CM	26	William B. Sullivan 5/75	Robert E. Curtis 62	Daniel J. Toomey	Daniel J. Toomey	Leland E. Martin, Jr.	Edward B. Farley	Newton H. Sweet	617 777-0001
Dartmouth t†	RT	19	James Almeida	Mr. Marland	Thos. B. Hawes	Thos. B. Hawes	....(6)	Manuel V. Medeiros	....	617 992-2746
Dedham t	RT	27	Helen M. Carney 2/75	....	John T. Carey	A. J. Fredette	John L. O'Brien	William C. Kardas	William Dunn-5	617 326-1638
Deerfield t	RT	4	(not reporting)							413 774-4480
Dennis t	TM	6	Joseph A. Merchant 2/75	Theodore M. Nelson	Norah Creighton	Norah Creighton	Robert S. Hersey	L. A. Cataldo	Robert E. Crowell	617 394-0908
Dighton t	TM	5	Rudolph Christenson 75	....	Frank R. Rogers	Malcolm F. Borden	Joseph T. White	Karl K. Spratt, Jr.	Alfred A. Perry	617 669-6431
Douglas t	TM	3	Robert J. Frost	....	Shirley B. Copp	....	Edward Therrien	Clifford N. Ballou	....	617 476-2232
Dover t	TM	5	Chas.A. Rheault 5/75	Ernest T. Skinner 71	Esther G. George	....	Phillip E. Monroe	Carl E. Sheridan	Phillip S. Luttazi	617 785-0054

Dracut t	TM	18	Dexter L. Dutney, Sr. 74	....	Hector H. Berube	....	Gerard A. Carle	Wilfred A. Paquette	Paul G. Dillon	617 452-1908
Dudley t†	TM	8	A. B. DiDonato, Sr.	....	Lillian G. Dwyer	George Gromelski	Roger St. Germain	Leon Holewa	Felix B. Orlowski	617 943-2792
Duxbury t	TM	8	Edmund A. Dondero 3/75	....	Eileen A. Rawson	Rolando DeAguiar	Howard M. Blanchard	Henry P. McNeil	....	617 934-2044
East Bridgewater t	TM	8	Darra G. Chase	....	Elaine S. Powers	Edward S. Whitmarsh	Robert K. Winsor	William D. Tardie	Richard E. Sheehan	617 378-2291
East Longmeadow t	TM	13	John R. Lundgren 4/75	....	Richard A. Clark	Richard A. Clark	Forrest R. Goodrich	Edward Craven	Alfred A. Melien, Jr.	413 525-3305
Easthampton	RT	13	Stanley Pacocha 3/75	....	Olive M. Dragon	Mary T. Brewer	Robert F. Ulm	Robert Allen	Alex Zielny	413 527-0818
Easton t*	CM	12	James D. Mullen, Jr. 74	James E. Chase 74	Esther C. Anderson	....	Raymond M. Buck	Joel A. Johnson	Walter J. Tonaszuck	617 238-6011
Essex t	TM	3	Samuel Hoar 76	....	Ernest Lord	....	Ivan Muise	James Platt	Kenneth Elwell	617 768-6531
Everett	MC	42	George R. McCarthy 12/75	....	J. Kevin Dunn	Leonard McDonald-1	Arthur Butler	....	Thomas Philbin	617 389-2100
Fairhaven t	TM	16	Kenneth M. Wood, Jr. 75	....	Joseph A. Saladino-3	Donald Blanchette	Arthur C. Paquette	Alfred Raphael	Lawrence B. Maxfield	617 993-0132
Fall River	MC	97	Wilfred C. Driscoll 1/76	....	Joseph F. Doran	Joseph V. Benevides	Thomas Moore	Henry Ramos	F. B. Manning-4,5	617 674-4671
Falmouth t	RT	16	(not reporting)							617 548-7611
Fitchburg	MC	43	Hedley Bray 7/76	....	Irene Bordenave	Norman J. LeBlanc-1	Norman M. Flechtner	Francis R. Roddy	George J. Lanides-4	617 343-4821
Foxborough t	TM	14	James F. Hennessey 5/75	....	Roberta E. Lawson	William F. Woloshyn	Thomas F. Sheehan	Daniel W. McCarthy	Louis A. Truax	617 543-2269
Framingham t§†	RT	64	Peter W. Ablondi	....	Michael J. Ward	Robert F. Burke	Jerome N. Byrne	Arthur E. Martins	Primo Silva	617 872-4349
Franklin t†	TM	18	....	....	....	....	....	....	Felix Carlino-4,5	617 528-3030
Freetown t	TM	4	Frederick C. Boehler 3/77	Yolande Morency 73	Virginia J. Terry	....	Roy H. Macomber	Wayne Snell	Joseph F. Simmons, Jr	617 644-5821
Gardner†	MC	20	Clarke K. Stedman	....	Genia J. Pacocha	Wilfred E. Jacques	James F. Casavant	Philias Barrieau	Arthur E. Young	617 632-4350
Georgetown t	TM	5	William E. Hanoren Jr 75	....	Kenneth B. Owens	Kenneth B. Owens	Basil Kinson	Charles Jackson	Samuel Cheney	617 352-2711
Gloucester*	CM	28	Norman C. Ross 12/75	Paul F. Talbot 68	Fred J. Kyrouz	Alice F. Fall	Albert Noble	John J. Coyle	Gerald Isaacsen	617 283-0143
Grafton t	TM	12	Paul G. Bazinet	....	Raymond D. Jordan	....	Richard F. Glispin	Henry J. McNamara	....	617 839-4722
Granby t	TM	5	Robert M. Carpenter 3/75	....	Jean R. Hudgik	Arthur G. Desrosiers	Lindolph O. Parker	John R. Kirchhof	Michael A. Szaban-5	413 467-7178
Great Barrington t	TM	8	Paul J. Gibbons 5/75	....	James T. Coffey, Jr.	....	Paul M. Baumann	Emmett J. Shea	Francis Van Deusen	413 528-3140
Greenfield t†	RT	18	Willett A. Forbes	....	Josephine Y O'Connell	John E. Kiley	Clayton D. Cromack	Donald L. Grogan	William B. Allen-4,5	413 773-5788
Groton t	TM	5	....	....	Stephen W. Flannery	Mildred B. Campbell	Bennett R. Black	Mayo A. Darling, Jr.	John R. Norstrom	617 448-2069
Groveland t†	TM	5	....	....	Richard C. Abbott	Jean M. Cotton	Harold F. Sturtevant	James J. Shanahan	Austin R. Briscoe-5	617 372-6861
Hadley t	TM	4	John F. Koloski 4/75	....	Amelia Pekala	Amelia Pekala	John J. Moriarty	Frank E. Koloski	Michael J. Majewski	413 584-1590
Halifax t	TM	4	John Rock 5/76	George J. Cavicchi	Ruth V. Perkins	Ruth V. Perkins	Oscar Gassett	Howard Waterman, Sr.	Ceasar Martin, Sr.	617 293-5761
Hamilton t	TM	6	....	William F MacKenzie	Francis H. Whipple	Francis H. Whipple	Lawrence Lamson	Edward Frederick	Wallace F. Lane	617 468-4455
Hampden t	TM	5	Sherwood W. Cronk 5/75	....	Marie V. Krook	Grace L. Kibbe	James Reardon	George K. Stone, Jr.	Homer L. Fuller	413 566-3713
Hanover t†	TM	10	Francis J. Mitchell 74	....	Ralph D. Washburn	John A. Ashton	Lawrence E. Slaney	David G. Zwicker	John T. Thomson	617 826-2691
Hanson t	TM	7	Patricia L. Stearns 75	Idella R. Snow 72	Elizabeth M. Waterman	Louise C. Buckley	Peter S. Huska	Barry S. Ross	Robert F. Brown	617 293-2772
Harvard t	TM	13	(not reporting)							617 456-3607
Harwich t	TM	6	....	Donn B. Griffin	Gordon Eldredge	Sheldon Thayer	Charles Hall	John Raneo	Albert Raneo	617 432-0145
Hatfield t	TM	3	(not reporting)							413 247-9211
Haverhill	MC	46	George Kay Katsaros 12/75	....	Francis J. Perry	George Kay Katsaros	Lewis C. Burton	William A. Ross	Armand E. Provost, Jr	617 373-3971
Hingham t	TM	19	Eugene E. Bickford	....	John H. Studley	Herman Stuetzer, Jr.	C. Warren Lincoln	Raymond C. Campbell	Herbert A. Cole	617 749-1683
Holbrook t	TM	12	Frank W. McGaughey 4/76	....	M. Shirley Austin	Edward Lemack	Clifton L. Baker, Jr.	Francis J. Mack	Frederick W. Hobart	617 767-4312
Holden t*	CM	13	....	William A. Kennedy 70	Viola H. Whitcher	W. A. Kennedy, Jr.	Gordon H. Creamer	James S. Oliver	William V. Oliver	617 829-4822
Holliston t	TM	12	Henry A. Dellicker	....	....	....	....	....	....	617 429-4711
Holyoke	MC	50	William S. Taupier	....	James J. Shea	Daniel Owens	William A. Mahoney	Francis Sullivan	Joseph Wright	413 532-2602
Hopedale t	TM	4	Richard T. Moore 3/75	....	Robert S. Phillips	Anthony D. Perry-3	Herbert S. Durgin	W. Chester Sanborn	John J. Johnson-5	617 473-2450
Hopkinton t	TM	6	William J. Keefe, Jr. 76	....	Mary B. Nealon	Ernest C. Bartlett	Arthur P. Stewart	Francis X. Bowker	Frank Kaminsky	617 435-3781
Hudson t*	CM	16	A. Paul Cellucci 3/77	Joseph H. Rego 74	Ralph W. Warner	Joseph C. Shay, Jr.	William Collette	Alfred T. Cabral	Joseph H. Rego	617 562-9963
Hull t	TM	10	Richard M. Ryan 5/75	....	John Francis Darcy	....	Kervyn E. Means	Robert L. Shannon	Matthew Muncy-5	617 925-2262
Ipswich t*	CM	11	....	Leonard J. Silvia 73	Harold G. Comeau	Leonard J. Silvia	Theodore Mozdziez	Armand Brouillette	Kevin D. McElhinney	617 356-4848
Kingston t	TM	6	C. L. Farrington, Jr. 75	....	George W. Cushman	Roscoe A. Cole	Wallace C. Holmes	James R. Goonan	Abraham A. Ruffini	617 585-2711
Lakeville t	TM	4	(not reporting)							617 947-3400
Lancaster t	TM	6	Donald E. Boucher 5/75	....	Raymond C. Harris	Frank L. Jacobs	Nathaniel Hawkins	Patrick H. Ryder	....	617 365-3326
Lanesborough t	TM	3	B. B. Robinson, Jr. 5/77	....	Lillian Horton	Lee M. Hauge	Joseph J. Speth	John C. McCormick	Donald R. Clairmont	413 442-1167
Lawrence	MC	67	John J. Buckley 1/76	....	Joseph R. Smith	Thomas J. Ryan-1	William J. Mains	Charles F. Hart	Santo S. Nicolosi-4	617 686-6177
Lee t	RT	6	John J. Wheeler 5/75	....	John J. Nagle	George Danalis	Ottavio Giarolo	John J. Boyne	J. Peter Scolforo	413 243-2100
Leicester t	TM	9	Matthew T. Brennan	....	J.H. Williamson	Robert R. Cleary	Harold Lindberg	John J. Wood, Jr.	Vance R. Bates	617 895-3051
Lenox t	TM	6	John J. Pignatelli 5/75	....	Rita T. Paysan	Richard Hardy	Edward G. Conklin	Anthony W. Romeo	Andrew Piretti	413 637-1511
Leominster	MC	33	John B. McLaughlin	....	Mrs. M. O'Mealey	Norman A. Clark	Frederick W. Johnson	Alan J. Gallagher	Raymond J. Benoit	617 537-6533
Lexington t§	RT	32	Allan F. Kenney	Walter C. O'Connell 70	Mary R. McDonough	Richard M. Perry-2	Walter F. Spellman	James F. Corr, Jr.	John J. McSweeney	617 862-0500
Lincoln t	TM	8	John B. Garrison 75	Warren F. Flint	George Wells	Arthur L. Coburn, II	D. A. MacInnis, Jr.	D. A. MacInnis, Jr.	Richard P. Carroll	617 259-8850
Littleton t	TM	6	John K. Holmer 5/75	Walter C. Wright 70	Arlene P. Nichols-1	Walter C. Wright	John F. McGovern	Bruce B. Barker	Melvin E. Sweatt-5	617 486-3121
Longmeadow t	TM	16	Clifford M. Zundell 3/75	....	Kathryn J. Vincent	William K. Sears	James E. O Brien	Geo. A. Yarsley, Jr.	Robert T. Bitters	413 567-1066
Lowell*	CM	94	Armand W. Lemay	Paul J. Sheehy 74	William Busby	Leo Morris-1	Paul Beauregard	Leonard O. MacPhail	George Legrand-5	617 454-8821
Ludlow t	RT	18	William D. Mullins 3/75	James Saloio 72	Helen Lemek	Roger Brunelle	Homer R. Dubois	John Jorge	Raymond Haluch	413 583-3561
Lunenburg t	TM	7	Rudolph Masella 4/75	....	Mary L. Padula-1	Mary L. Padula-1	James P. Deming	Frederick B. Hobbs	George G. Munyon, Jr.	617 582-6040
Lynn	MC	90	David L. Phillips 12/75	....	Joseph F. Martin	Vincent S. Glowik	Joseph Scanlon	S. Craft Scribner	Joseph MacAione-4,5	617 598-4000
Lynnfield t	TM	11	A. David Rodham 4/75	Roger H. Gerry	Robert W. Peabody	Robert W. Peabody-3	Robert J. Desmond	Thomas F. Ganley	James Fletcher-5	617 334-3128
Malden	MC	56	Walter J. Kelliher 12/75	....	George W. Shinney, Jr	Ebert A. Holt	Norman Clough	Edmund A. Trabucco	Daniel Brandano-5	617 324-6600
Manchester t	TM	5	(not reporting)							617 526-1731
Mansfield t*	CM	10	Douglas Titus	Dennis A. Hannon 72	Arthur Remillard	Joan Cutillo	Cyril N. Bellavance	N. Lawrence Dafile	Thomas Bonome	617 339-2482

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
MASSACHUSETTS (256) continued										
Marblehead t	TM	21	William E. Conly	....	Betty J. Brown	George B. Snow-1,2	Edward G. Creighton	George E. Girard	Geo. H. Clark, Jr-4,5	617 631-4056
Marion t	TM	3	David W. Johns 4/76	Ray E. Pickles 72	Pardon N. Gibbs, III	Pardon N. Gibbs, III	Jay Hiller	Ralph K. Shore	Ray E. Pickles	617 748-0401
Marlborough	MC	28	Edgar C. Gadbois 1/76	....	Rita T. Lapine	Clifford O. Avey	William D. Maroney	Clifford A. Scott	Paul A. Sharon	617 485-0039
Marshfield t†	TM	15	Charles O. Monahan	....	Francis L. Hughes	Barbara Graham	Darrell D. Smith	Robert E. Frugoli	N. Ellsworth Williams	617 837-5141
Mattapoisett t	TM	5	Robert A. Silveira 4/75	George M. Hall 72	Lois Knight Ennis	Allen Sherman	Paul Bradley	Alfred Faria	Manuel Nunes	617 758-3758
Maynard t	TM	10	Edward J. Allard 3/75	....	Sophia T. Minko	Mark Waldron	George Whalen	Albert J. Crowley	Kevin Spratt	617 897-2958
Medfield t*	CM	10	Harry A. Kelleher 77	Frederick C. Conley 70	Nancy J. Preston	Richard Lyman	Joseph E. Ryan	William H. Mann	William E. McCarthy	617 359-8505
Medford*	CM	64	N. Dello Russo 1/75	James O. Nicholson 70	Joseph P. McGonagle	Joseph D. Callahan-1	Leo F. McCabe	John Kirwan	Antonio Labela	617 396-5500
Medway t	TM	8	(not reporting)							617 533-8932
Melrose	MC	33	James E. Milano 1/76	....	Paul J. Barter	Robert S. Love	Francis R. O'Brien	Robert T. Lloyd	George R. Winters-4	617 665-2225
Mendon t	TM	3	George W. Phipps 74	....	Helen Gibson	Herbert Pickard	Linwood E. Lowell	Kelsie E. Townsend	Harold Metcalf	617 473-1085
Merrimac t	TM	4	(not reporting)							617 342-8900
Methuen t*	CM	35	....	Dana A. Miller 72	....	Julian Wiacek	Otis E. Baker, Jr.	Francis J. Morse	Harold M. Fones	617 687-3867
Middleborough t*	CM	14	Bruce Atwood 1/75	Anders Martenson 68	Ruth E. Caswell	Ellen O. Grant	John B. Rogers	William E. Warner	Weldon A. Thomas-5	617 947-0928
Middleton t†	TM	4	Leon LeBlanc	....	William T. Martin	Paul Richardson	Harold F. Purdy	Edward Richardson	Allan Marshall	617 774-3344
Milford t	RT	19	Michael J. Noferi 5/75	Andre Gala, Jr.	Catherine L. Coyne	Michael J. Hannigan	John S. Depaolo	John J. McGrath	Ronald F. Speroni	617 473-0023
Millbury t	TM	12	John S. Donnelly, Jr 5/75	....	Oran David Matson	Maurice J. O'Brien	Kenneth Army	Howard R. White	Donald J. Amry	617 865-3531
Millis t	TM	6	Gordon W. McFetridge 5/76	....	Arthur D. Thorne	James Murphy	Robert Volpicelli	George J. Smith, Jr.	Richard C. Barrett	617 376-2634
Milton t§	RT	27	John P. Linehan	John A. Cronin 68	Grace M. Coles	Joseph G. Graziani	John J. Grant	John E. Whearty	Lawrence Decelle, Jr.	617 698-0100
Monson t	TM	7	(not reporting)							413 267-3777
Montague t	RT	8	Henry G. Waidlich 3/75	....	Berard J. McCarthy	Robert Shulda	Francis Tognari	Edward Hughes	Joseph J. Simanski	413 863-4421
Nahant t	TM	4	Robt W. Steeves 4/75	....	Harriet Steeves	....	....	....	....	617 581-0018
Nantucket t	TM	4	Robert G. Haley 77	Arnold R. Small 73	Charles Clark Coffin	Elinor Ray	John Gaspie, Jr.	Wendell H. Howes	Robert M. Jones	617 228-0691
Natick t	RT	31	(not reporting)							617 653-9450
Needham t	RT	30	Benedict Horowitz	....	Rose O. MacKenzie	A. Ramsay Gifford	William Hanson	Daniel C. Henderson	Robert A. MacEwen	617 444-5100
New Bedford	MC	102	John A. Markey 12/75	....	Ellen M. Gaughan	James Strupczewski	Richard T. Gaugham	Joseph Pelletier	George Brightman-4,5	617 999-2931
Newbury t	TM	4	James A. Lowe	....	Ralph P. Lowell	....	Wallace O. Pearson	Daniel M. Orfant	....	617 462-2332
Newburyport	MC	16	Byron J. Matthews 12/75	....	George H. Lawler, Jr.	Nolan Morris	Warren O. Page	Robert F. Jones	Raymond Stanton	617 462-2022
Newton	MC	91	Theodore D. Mann 12/77	James M. Salter	Joseph H. Karlin	Lawrence Marino	Frederick A. Perkins	William F. Quinn	....	617 244-4700
Norfolk t	TM	5	Richard B. Potter 74	....	Elinor Pearson	....	James Cribby	Samuel Johnston	F. Arthur Woodworth-5	617 528-1400
North Adams	MC	19	....	....	Mildred G. Manson	Virginia F. Piaggi	Albert Denelli	Kenneth P. Gamache	Joseph J. Girardi-5	413 663-6685
North Andover t	TM	16	John P. Kirk 3/75	Joseph Willis	John J. Lyons	James H. Dewhirst	James P. Daw	Joseph W. Lawlor	Joseph J. Borgesi	617 682-6521
North Attleborough t	TM	19	Raymond A. Payson	James L. McKenzie 73	Esther G. Hart	James P. Cullen	John C. Grimes	John D. Coyle, Jr.	James McKeon-5	617 695-0981
North Brookfield t	TM	4	George A. Cross 5/75	Eugene Connolly	Beverly Haynes	Charles Varney	Manuel Holway	Harbig Thomasian	Raymond A. Blake	617 867-6759
North Reading t§	TM	11	Klaus Kubierschky 10/75	Paul T. Rabchenuk 73	Betty J. Vullo	Paul T. Rabchenuk	Nelson C. Harris	Gordon F. Berridge	Richard F. Spindler-5	617 664-5731
Northampton	MC	30	Sean M. Dunphy 12/75	....	James E. Faulkner	David P. Sullivan-1	James C. Murray	James J. Whalen	Francis P. Ryan-4	413 584-0735
Northborough t*	CM	9	....	....	Janice R. Parmenter	Helen C. Peck	Earle F. Pierce	James E. Carbrey	Bernard R. Durning-5	617 393-2322
Northbridge t	TM	12	Varkis Arakelian 77	....	Ruth E. Johnson	Dutton Alden	Cornelius J. Madigan	Thomas Melia	Paul Sohigian	617 234-2095
Northfield t	TM	3	Thomas J. Russell, Jr 4/75	....	Horace F. Field	Stanley T. Wickey	Clesson M. Field	Brian J. Scott	Alan S. Bolton	413 498-5557
Norton t	TM	9	Raymond Patenaude	William Dugan 73	Edward S. Smith, Jr.	Marjorie Richmond	George Burgess	Louis Brugliera	Carl Jacobs	617 285-4451
Norwell t	TM	8	....	Paul E. Olson 74	Nellie G. Tarr	....	Warren P. Merritt	Kenneth J. Bradeen	....	617 659-2541
Norwood t*	CM	31	Joseph W. Wall 1/75	John P. Mogan 72	Bartley W. Connolly	E. Peter Bamber	Irving J. Dobson	James F. Curran	Nicholas G. Joseph	617 762-1240
Orange t	TM	6	(not reporting)							617 544-2254
Orleans t	TM	3	Dean K. Howerton 77	....	Barbara F. Ilkovich	....	Lawrence L. Ellis	Chester A. Landers	....	617 255-0900
Oxford t*	CM	10	Joseph R. Guertin 3/75	John B. Wheeler 72	F. Pansy Kennedy	Daniel C. Robbins	Edgar H. Bedard	Anthony E. Sgariglia	Fred Adams	617 987-5466
Palmer t	TM	12	Wm. J. Lemanski 4/75	....	John T. Brown	Joseph S. Gill	Gus Theodore	William E. Holt	Oliver A. Beauregard	413 283-3711
Paxton t	TM	4	Richard G. Connell 5/75	....	George McGovern	Richard W. Peckitt	Leslie Robinson	William O. Wylie	Robert Hansson	617 754-7638
Peabody	MC	48	Nicholas Mavroules 1/76	....	James Dennis Leary	Chester J. Luscinski	Nick Gerakaris	Robert Costello	Harvey LeBoeuf-5	617 531-0059
Pembroke t	TM	11	(not reporting)							617 293-7211
Pepperell t	TM	6	(not reporting)							617 433-6095
Pittsfield	MC	57	Evan S. Dobelle 1/76	Diane C. Jackman	Francis Condron	Anthony Sottle	Joseph Coy	John J. Killeen	Gerald S. Doyle	413 499-1100
Plainville t	TM	5	Ray P. Felix 3/75	George P. Glaiel 73	Kathleen Sandland	Edward Serwinski	C. E. Skinner, Jr.	Robert R. Faille	E. W. Skinner, Sr.-5	617 695-3010
Plymouth t	RT	19	David F. Tarantino 3/77	Richard A. Dudman 74	Andrew J. Collas	Cora B. Grady	Arthur H. Lamb	Anthony J. Tracinka	Felix Carlino	617 747-0100
Provincetown t*	CM	3	....	Gardner R. Benson 72	Paul I. Cook-1	....	Russell J. Perry	James J. Meads	....	617 487-3900
Quincy	MC	88	Walter J. Hannon 12/75	....	John M. Gillis	Alexander Smith	Edward Barry	Francis X. Finn	James J. Ricciuti	617 773-1380
Randolph t	RT	27	Norman B. Silk 3/76	Henry L. Lowd	Edward T. Clark	Edward T. Clark-3	Robert Teece	Ralph P. Condlin	Thomas W. O'Dea	617 963-3212
Raynham t	TM	7	D. L. McKinnon 3/76	Brian F. Newton 74	Helen Lounsbury	Gail Heyworth	Theodore Januse	George R. O'Brien	Edward Murby, Sr.	617 822-2681
Reading t	RT	23	Edward P. Cameron	John W. Agnew, Jr.	Lawrence Drew	Richard E. Gould	Donald C. Mitchell	John F. Beaudoin	Edgar R. Louanis-5	617 944-8333
Rehoboth t	TM	7	Hugo Bloomquist, Jr. 4/75	Warren R. Arnold	Marcia P. Silva	Edward P. Jastram	Walter A. Goff	Roger Bennett	John C. Parker-5	616 252-3758

Revere	MC	43	William G. Reinstein	....	Jos. F. McChristal	Francis X. Shea	Anthony Mastronardi	George Corbett	Harvey Corin	617 284-3600
Rockland t	TM	16	Paul E. Ryan 3/75	....	Alice M. Holthaus	Gerald Delprete	Kenneth Ramsdell	Robert J. Ledwell	Thomas M. Murrill	617 878-4290
Rockport t	TM	6	Nicola A. Barletta 75	....	....	....	Richard S. Burbank	John E. Borge	Donald Atkinson	617 546-6891
Rowley t	TM	3	(not reporting)							617 948-2081
Rutland t	TM	3	(not reporting)							617 886-4801
Salem†	MC	41	Jean A. Levesque	....	Augustine J. Toomey	Edward E. Cody	James F. Brennan	Joseph F. Reagan	Ralph W. Tedford	617 744-0224
Salisbury t	TM	4	Walter T. Morse 6/75	....	Gertrude Doyle	Edmund W. Bartlett	Joseph Callahan	Grant E. Morse	....	617 465-0331
Sandwich t	TM	5	Carl H. Hiler 5/76	....	Channing E. Hoxie-3	Channing E. Hoxie	Ferdinand L. Almezi	Robt. D. Whearty, Jr.	C. R. Van Buskirk	617 888-0340
Saugus t*	CM	25	....	Robert C. Hagopian 74	William H. Robinson	Robert C. Hogopian	Thomas A. Nolan	Fred Forni	Ernest F. Pesce-5	617 233-7000
Scituate t*	CM	17	Neil J. Murphy 76	Edw G McCann, Jr. 72	Pauline Guivens	John G. McMann	Walter M. Stewart	James E. O'Connor	Paul M. Scott	617 545-5222
Seekonk t	TM	11	Robert L. DelRosso 3/76	John F. Langwell	James R. McDonnell-3	Clifford E. Sutton	Howard L. Whitford	George E. Sykes	David Sweet	617 336-7400
Sharon t§	TM	12	Norman Katz 4/75	J. Edward Bamber 70	Arthur E. Collins	Arthur E. Collins	Walter B. Roach	Albert R. Horan	C. F. Williams	617 748-6900
Sherborn t	TM	3	(not reporting)							617 653-3320
Shirley t	TM	5	Arnold E. Noyes 5/75	....	Donald F. Delaite	J. J. Esielionis	Alphee Levesque, Jr.	Andon D. Saball	Merlyn A. Lambert	617 425-4331
Shrewsbury t*	CM	19	Leonard P. Flynn 5/75	Richard D. Carney 72	Ernest A. Tosi	John P. Mundy-3	Lawrence M. Kershaw	Francis A. Reynolds	Edward S. Holland	617 844-4781
Somerset t	TM	18	John F. Dator 3/76	Harold W. Meehan	Laura Courier	Laura Courier	Roy A. Ashton	John O. Soares	Frank S. Rapoza	617 672-0651
Somerville	MC	89	S. Lester Ralph	....	William J. Donovan	Robert W. Hilliard	Joseph Mack	Thomas J. O'Brien	Kevin F. Oliver	617 625-6600
South Hadley t	RT	17	(not reporting)							413 532-3038
Southampton t†	TM	3	Joseph J. Derwicki	....	Hugh C. Scott	Lorraine R. Thomas	H. Oliver Gorton	Robert E. Leveille	John V. Garstka	413 527-4920
Southborough t	TM	6	(not reporting)							617 485-2934
Southbridge t*	CM	17	....	Peter Boyer 74	Clare P. Boyer	Richard H. Genereux	Alva J. Gregoire	Bernard A. Fiorelli	....	617 764-7152
Southwick t	TM	6	Fred A. Hanks	....	Barbara Shibley-2	Claire F. Dougenik	Elbert Hollister	James T. Curran	Francis G. Barnes	413 569-5504
Spencer t	TM	9	(not reporting)							617 885-3886
Springfield	MC	164	William C. Sullivan 1/76	....	Rose A. Pollard	Henry Piechota-1,2	Raymond Boudet	Paul J. Fenton	Wylie C. Hubbard-4	413 736-2711
Sterling t	TM	4	James J. Jeffrey 5/75	....	Lois Seifert	Bradford D. Murdock	Welby F. MacCollom	Louis Sanmartino	Robert Cutler	617 422-8111
Stoneham t†	TM	21	Rudolph G. DiLuzio	....	Audrey C. Rice	Peter DiAngelo	Raymond L. Sorensen	Bernard C. Vacon	William J. Reid, Jr.	617 438-0137
Stoughton t*†	CM	26	....	Albert Gray, Jr. 70	....	....	....	....	....	617 344-7133
Stow t	TM	4	J. Bruce Ayer 77	....	Virginia I. Hatch	C. Warren Smith	Douglas V. Trefry	Donald E. Dwinells	John A. Makey	617 897-2301
Sturbridge t	TM	5	Albert F. Peloquin 75	....	Dilys A. Reynolds	Arnold Wilson	Stephen C. Szumilas	Alfred R. Denault	....	617 347-3000
Sudbury t§	TM	14	John C. Powers	Richard Thompson 72	Betsey M. Powers	John H. Wilson	Albert St. Germain	Nicholas Lombardi	Edward J. Blaine	617 443-8891
Sutton t	TM	5	Wallace E. Johnson 4/75	William Crosby 74	Herbert L. MacLaren	Jan Charity	Ellery Smith	Robert Conley	Raymond E. Smith	617 865-5078
Swampscott t	RT	14	Douglas F. Allen 3/75	....	Oliver W. Coughlin	K. A. Callahan-1,2	William R. Hyde	William J. Carlin	Donald L. Huston-5	617 595-1646
Swansea t	TM	13	Arthur E. Schneider 75	Calvin L. Gardner 67	Mrs. Marion Audet	Robert H. Hawley	Russell P. Eddy	Ernest W. Bell	....	617 678-9389
Taunton	MC	44	T. J. Aleixo, Jr. 12/75	Richard Johnson 75	Henry L. Galipeau	Robert L. Quigley-1	William J. Czepiel	John A. Bobola	J. S. McNamara-4	617 824-6942
Templeton t	TM	6	(not reporting)							617 939-2116
Tewksbury t	TM	23	Richard A. Adams, Sr. 74	Ruth E. Aubert	John E. Hedstrom	Albert Daly	William A. Chandler	John J. Sullivan	Richard Trueba	617 851-2383
Topsfield t	TM	5	(not reporting)							617 887-8841
Townsend t	TM	4	James W. MacMaster	....	Franklin Morrison	Blair Arsenault	William Greenough	Irving Marshall	Raymond P. Bolden	617 597-6612
Tyngsborough t	TM	4	(not reporting)							617 649-7103
Upton t	TM	3	Ernest B. Porter 75	....	Martha R. Williams	George A. Moir	Walter Stank	Rodney B. Marchand	Henry J. Poirier	617 529-6901
Uxbridge t	TM	8	John R. Andrews, III 3/75	....	Ruth E. Davis	Theodore B. Oliver	William Albin	John J. Emerick	John J. Yerka-5	617 278-2196
Wakefield t	TM	25	John Sardella 75	John J. McCarthy	Thelma A. Rennard	J. J. McCarthy-2	Walter V. Maloney, Jr	William R. Connors	Richard C. Boutiette	617 245-1290
Walpole t*	RT	18	Bernard J. Duffy 5/75	Edward T. O'Neill 74	Louis E. Hoegler	Herve A. Guay	Robert M. Gardner	Armando C. Betro	James D. Walsh	617 668-2550
Waltham†	MC	62	Arthur J. Clark	....	Joseph S. Trombley	George Gallitano	Edward Cloonan	Edward Sicotte	Edward F. Delaney	617 893-4040
Ware t	TM	8	Joseph E. Pellissier	....	Richard A. Winslow	Madeleine Cebula	Robert Hevey	Earl E. Roy	Henry Desantis	413 967-4471
Wareham t	TM	11	Claire J. McWilliams 3/76	Robert R. Sherman 72	Tony Bacchieri-3	Manuel Sylvia	Ernest P. Hammond, Jr	Frederick Besse	Antone Fernandes	617 295-0800
Warren t	TM	4	Mitchell Cieslak 76	....	Mary Martin	B. Webster Perkins	Donald Nickerson	Walter E. Thompson	Richard Ostiguy	413 436-5239
Watertown t	RT	39	T. Thomas D'Onofrio 5/75	August M. Stiriti 66	Philip F. Grogan	John J. Sheehan-1	Robert C. O'Rielly	Joseph P. Kelly	James P. Clark	617 924-6890
Wayland t§	TM	13	Catherine W. Seiler	....	John R. McEnroy-3	Edward N. Perry	....	William Blake	Harry E. Williams, Jr	617 358-7701
Webster t	TM	15	Joseph A. Mailloux 6/75	....	Regina Bugan	J. S. Chmielewicz	Andrew Buksar	Anthony Szamocki	A. Rodney Klebart	617 943-1933
Wellesley t	RT	28	Felix Juliani 75	Thomas E. Lee 69	Alice L. Mann	R. A. Wakelin, Jr.	Wm. E. Donahue, Jr.	Leroy L. Weaver	Everett R. Kennedy	617 235-1617
Wenham t	TM	4	(not reporting)							617 468-4467
West Boylston t	TM	6	R. S. Huntington	....	Donna Rousseau	Nancy A. Fraser	Albert Rotti, Jr.	Michael Solitro	Clifford Cummings	617 835-6240
West Bridgewater t	TM	7	Richard E. Krugger 3/76	....	Anna E. Brown	Joseph F. McCann	Edwin T. Gibson	Ervin G. Lothrop	Irving G. Sylvester	617 588-4820
West Brookfield t	TM	3	Leon S. Parker 5/75	....	H. Ray Chesson	Walter J. Reynis	Warren E. Gresty	John S. Zabek, Jr.	Francis L. Frew	617 867-6874
West Springfield t	RT	28	(not reporting)							413 781-7550
Westborough t	TM	13	William R. Porter 3/75	Earle W. Chase 74	Elizabeth Balser	Barbara M. Harnois	Walter N. Perron	Harry Shepherd	....	617 366-5531
Westfield	MC	31	John J. Rhodes 1/76	....	Ethel F. Oleksak	....	John F. Clark	Gerald O'Connor	Edward L. Wielgus	413 568-1455
Westford t	TM	10	(not reporting)							617 692-6349
Westminster t	TM	4	George Henstridge 5/75	....	Phyllis Henstridge	Gilbert Parks	Ralph E. Young	Robert R. Cudak	Gregory Lyons	617 874-2769
Weston t	TM	11	Harold Hestnes 4/75	J. Ward Carter	Harry B. Jones	....	F. Wyman Johnson	Frank O. Shaw	....	617 893-7320
Westport t	TM	10	....	Claude A. Ledoux 74	Elmer B. Manchester	Borden Tripp	George Dean	F. W. Palmer, Jr.	Russell Hart	617 676-8822
Westwood t	TM	13	Thomas M. Darcy 76	Jos R. Gallagher 66	Edith P. McCracken	Peter J. Dalton, Jr.	J. Herbert Wiggin	Francis Abbate	Walter J. Young	617 326-6450
Weymouth t	RT	55	William G. Gunville 76	....	Margaret Heaver	Warren F. Roulston	James O. Stevens	Joseph B. O'Kane	Arthur J. Bilodeau	617 335-2000
Whitman t	TM	13	Clinton G. Bradshaw 75	....	Mildred McKenna	T. M. McWilliams	A. Wirzburger	Andrew R. Driscoll	N. J. Fredette-4	617 447-2561
Wilbraham t	TM	12	Charles A. Bergeron 75	William A. Garten 69	Richard L. Danforth	William A. Garten	Robert Dietz	Norton Brainard, Jr.	Walter F. Markett-4	413 596-3816
Williamstown t*	CM	8	....	Robt. Miles Janes 71	Marilyn J. Head	....	....	Joseph Zoito, Jr.	....	413 458-3500

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
MASSACHUSETTS (256) continued										
Wilmington t*	CM	17	. . . .	Sterling Morris 67	Esther L. Russell	Robert H. Peters	Arthur J. Boudreau	Paul J. Lynch	Robert P. Palmer-5	617 658-3311
Winchendon t	TM	7	Raymond E. Dorval	. . . .	Grace A. Davis	. . . .	Clayton T. Ashmore	Selvino A. Marinelli	Mardis Priest	617 297-2345
Winchester t	RT	22	(not reporting)							617 729-1105
Winthrop t	TM	20	Richard D. Dimes 3/75	Lester W. Towlson	John A. Clark	Gene Wasserman	Edward A. Hazlett	David C. Rice	Robert E. Hodgkins	617 846-1742
Woburn	MC	37	Edward P. Gilgun 12/75	. . . .	John J. Ryan, Jr.	Robert F. Connolly-1	Edward Callahan	Thomas J. Maguire	Albert Wall	617 933-0700
Worcester*	CM	177	Isreal Katz 12/75	Francis J. McGrath 51	Robert J. O'Keefe-2	F. J. McGrath	Edward F. Hackett	George F. Hackett	Vincent M. Hynes	617 798-8151
Wrentham t	TM	7	Francis R. L'Herault 3/76	Theodore S. Kaiser 72	George Sumner Perry	William F. Woloshyn	Wendell McNamara	Paul Schwalbe	Raymond Hancock	617 384-8640
Yarmouth t	TM	12	Charles W. Eager 3/76	Charles W. Eager	Gerald Guilfoyle	Gerald Guilfoyle	Dana H. Whittemore	Theodore P. Reynolds	James C. Marsh	617 398-2233
MICHIGAN (226)										
Adrian*	CM	20	Norman A. Haft 11/75	Frank Ollendorff 73	J. H. Fridd, Jr.	Larry L. Opelt	Edward O. Kellie	Robert Chesher	D. Jack Lemon	313 263-2161
Albion*	CM	12	Victor S. Burstein 12/74	Neal A. Godby 71	Glen Burcham	Glen Burcham-3	Leonard White	Louis Disser	William Rieger-4	517 629-2846
Algonac*	CM	4	Howard Jackson 11/74	Thomas O'Connell 74	Fern Nichols	. . . .	Edward Crampton	Robert Christy	Thomas Coppola	313 794-9361
Allegan*	CM	5	Henry L. Barber	Kenneth Bollinger 61	K. A. Bollinger	Maurice Roberts	R. G. Blanz	William Brandt	Kenneth A. Bollinger	616 673-2605
Allen Park	MC	41	Frank J. Lada	F. Barrett Lafferty	Laura Mapes	Daniel P. Cassidy	James Harris	Roy Doughty	Edw. Himick	313 928-1400
Alma*	CM	10	Henry S. Helman, Jr. 12/77	Del D. Borgsdorf 74	William M. Stuckey	William M. Stuckey	George E. Blyton	M. R. Killingsworth	M. Carl Clarke	517 463-2111
Almont v*	CM	2	Frank Smith	Donald H. Clark 73	Betty J. Doster	Donald H. Clark	Norm Hamilton	James A. Cole	Fred Treutle	313 798-8300
Alpena*	CM	14	William D. Gilmet 12/75	James R. Burch 63	Edward E. Seguin	. . . .	Ralph Stoppa	Lawrence Kunze	Morris Olsen	517 354-4158
Ann Arbor*	CM	100	James E. Stephenson 4/75	Sylvester Murray 73	Jerome Weiss	Lauren Jedele-2	Frederick Schmid	Walter Krasny	Fred Mammel-4,5	313 761-2400
Bad Axe	MC	3	(not reporting)							517 269-6479
Battle Creek*	CM	39	Frederick R. Brydges 1/75	Aaron Marsh 71	Loraine Buckner	John M. Corbliss	Don A. Burrows	Theral W. Smith	Lawrence Crandall	616 962-5561
Bay City*	CM	49	John R. Willertz 1/76	Edward Redmond 73	Walter Wozniak, Jr.	Jerome Trojan, Jr.	Charles Crampton	Leo Cardinal	R. K. McGillivray	517 893-7511
Belding*	CM	5	John Geisen 11/74	K. N. Mendenhall 65	Mary Keena	. . . .	Fain Nickel	William Crystler	Guy Norton-5	616 794-1900
Benton Harbor*	CM	16	Charles F. Joseph 75	Charles A. Morrison 73	Evelyn Grenawitzke-2	Ronald Momany-1,3	Harold Gaddie	Andrew Rodez	D. Pete Mitchell-5	616 925-7061
Berkley*	CM	23	Kenneth E. Roth 11/75	John H. Kiracofe 69	Maryann Burton	Michael Tyler	Harry Anderson	Harry Anderson	Marvin Gensler	313 543-1007
Bessemer*	CM	3	Edward C. Lundgren 11/75	Thomas Manninen 72	Everett O. Lake	Everett O. Lake	Clifford Anderson	Clayton Rund	Paul Pozega-5	906 667-8611
Beverly Hills v*	CM	14	Thomas J. Kaucheck 3/75	Thomas A. Good 74	Charles E. Ferguson	Robert J. Lakatos	. . . .	. . . .	Charles F. Comeau	313 646-6404
Big Rapids*	CM	12	William A. Grigsby	Gerald E. Wensloff 70	Gerald E. Wensloff	Robert Fribley	Ralph Wallace	. . . .	Glenn Potter	616 796-8657
Birmingham*	CM	26	Robert T. Kelly 4/75	R. S. Kenning 65	Beth Cole	James H. Purkiss	C. G. Nunnelley	R.G. Tobin	Chester K. Hunter	313 644-1800
Blissfield v.	MC	3	Charles Kohler, Jr. 3/75	Allen Curnow	Marian Heineman	Richard Million	Stuart DeRousie	Leroy Heineman	Allen Curnow-5	313 486-2626
Bloomfield Hills*	CM	4	Robert D. Gargaro 4/75	Robert J. Stadler 69	Robert J. Stadler	Gary Tuzinowski	Eldon Aderholdt	James Fowler	. . . .	313 644-1520
Boyne City*	CM	3	Lyle D. Kowalske 11/75	Forbes Tompkins 62	Ruth Neymark	Thomas Garlock	Victor Ayers	John Talboys	Basil Moore	616 582-6597
Brighton*	CM	2	Alan K. Stonex 11/75	Bruce Romer 68	Joseph E. Siford	Joseph E. Siford	Melvin Sanch	. . . .	. . . .	313 227-1911
Bronson*	CM	2	Francis Beaudin 11/75	Leland W. Petitjean 71	L. W. Petitjean	L. W. Petitjean	Fay Somerlott	Llewellyn Hoskins	L. W. Petitjean-5	517 369-4285
Buchanan*	CM	5	Joseph C. Bachman 11/75	Robert L. Faulhaber 68	Herbert D. Russell	Pauline Synold-3	Neal Burks	Dan Moore	Michael Hankila-5	616 695-3844
Cadillac*	CM	10	Raymond Wagner 12/75	Donald L. Mason 66	John H. Weed	Kenneth L. Darrow	Henrey J. Sorensen	Delbert O. Conrad	Alfred Philo-5	616 775-3471
Caro v	MC	4	Max E. Lawrence	. . . .	R. Hoyt Smith	. . . .	Don Berry	Clayton Montei	Ralph Hartman	517 673-2226
Caspian*†	CM	1	. . . .	Charles Kruzich 56	. . . .	. . . .	. . . .	. . . .	. . . .	906 265-2514
Center Line*	CM	10	Peter J. Tranchida	John R. Crawford 69	John R. Crawford	James I. Martin	Norman R. Smith	Mark A. Grobbel	George Odell-5	313 757-6800
Charlevoix†	MC	4	Edward P. Hansen	Thomas G. Hanna	Ida A. Heise-2	Annabelle Cunningham	John Curtis	Jack R. Mol	Leonard Dubey-5	616 547-2510
Charlotte*	CM	8	George F. Dean 12/75	Robert H. Lake 68	Irene Cooper	Howard Penrod-1	Cal Fullerton	Barton Howe	Carl L. Paine	517 543-2750
Cheboygan*†	CM	6	Lawrence J. Otto	William J. Arnold 73	Gladys Heinzel	. . . .	Al Bonsecours	Wm. H. Tomlinson	. . . .	616 627-9931
Chelsea v	MC	4	H. L. Pennington 3/76	F. A. Weber	Loren Keezer	. . . .	James Gaken	Geo. Meranuck	F. Petsch	313 475-1771
Chesaning v	MC	3	Verne Schultz 3/76	. . . .	Joseph Adams	. . . .	Richard Rehmann	William Adams	Wayne Brooks	517 845-2341
Clare*†	CM	3	William Ulrich 1/75	Glen Cain 66	Madge Ruark	Madge Ruark	James Brinkerhoff	Elry Tice	Clifton Bouchey	517 386-7165
Clawson*	CM	18	Charles E. Palmer 11/75	Edward Hermoyian 68	Gertrude Cadger	Edward Hermoyian	Harvey Malone	Frank Cribb	Buford W. Chrisman-5	313 435-4500
Coldwater*	CM	9	William Timm 11/75	G. W. Collins 61	Marcelyn LaBelle	Marcelyn LaBelle	Joseph Tinervia	Morris R. Tappenden	James Endicott	517 279-9501
Coopersville*	CM	2	Kent Hastings 4/75	Robert L. Gillette 72	Robert L. Gillette	. . . .	Bert Barrett	Robert L. Gillette	Thomas E. Rohen	616 837-8487
Corunna	CM	3	Donald Burman 11/75	Thomas Lennox 74	Linda Johnson	Thomas Lennox	Max Moore	Herbert Jenkins	Roger Price	517 743-3650
Crystal Falls*	CM	2	Lawrence R. Hegstrom 11/78	Walter E. Hagglund 63	Angelo Trepasso	Clarence S. Hagglund	Samuel Karnack, III	Charles I. Setagord	Ballard V. Dahl	906 875-6647
Davison*	CM	5	David B. Purdie 11/75	Jack N. Abernathy 74	Kathryn C. Csutoras	Stanley Schillman	Edward Groner	Frank E. Boyce	Jack N. Abernathy	313 653-2191
Dearborn	MC	104	Orville L. Hubbard 1/78	. . . .	John Jay Hubbard	Alexander Stacy	Gino H. Polidori	John B. Oreilly	James M. Dick	313 584-1200
Dearborn Heights	MC	80	John L. Canfield 1/78	John M. Harris	Robert G. McLachlan	Cass Stevens	Erskine Turner	Donald Loose	Frank B. Swapka-5	313 561-4040
Delta tp*	CM	17	Joseph Drolett 11/76	. . . .	Barbara Barrett	Ivan Lootens	Kenneth Dorin	. . . .(6)	. . . .	517 627-4031
Detroit	MC	1511	Coleman A. Young 12/77	. . . .	James H. Bradley	Dennis O. Green	. . . .	Philip G. Tannian	James W. Watts	313 224-3400
Dowagiac*	CM	7	Graham D Woodhouse	Henry E. Graper, Jr. 71	Albert F. First	Harold Cargin-2	Joe Cauffman	George Grady	Larry Rohacs	616 782-2195
Durand*	CM	4	Gene Roussin 11/75	Ward O. Morgan 66	Beatrice K. Winer	Ward O. Morgan	George Johnson	Ford White	Nelson Brandon	517 288-3113
East Detroit*	CM	46	Walter Bezz 11/75	. . . .	. . . .	Esley J. Rausch	Frank Molnar	Arthur O. Zado	Albert Paternoster-5	313 775-7800
East Grand Rapids*	CM	13	John C. Baxter 5/75	Fred H. Tholen, Jr. 58	John Wielsma-2	John Wielsma-2	John F. Terpstra	Farrell Babcock	Clifford McMann-4	616 949-2110

East Lansing*	CM	48	Wilbur B. Brookover 11/75	John M. Patriarche 48	Beverly R. Colizzi	Frank E. Warden	Arthur P. Patriarche	Steven Naert	Robert Bruce-4	517 337-1731
Eaton Rapids	MC	4	James M. McBride 12/77	. . . .	Stuart J. Rule	Stuart J. Rule	Charles W. Oliver	. . . .	Robert N. Zona	517 663-8118
Ecorse	MC	18	(not reporting)							313 386-3000
Escanaba*	CM	15	Robt. E. LeMire, Jr. 4/76	George M. Harvey 62	D. J. Guindon	Howard Smale	Palmer DeRouin	Richard Frederick	Modest Hurthibise	906 786-0240
Essexville*	CM	5	Timins J. Schafer 11/75	Daniel L. Elliott 74	Mabel A. Schultz	Mary E. Bissonette-3	Edward J. Kaake	Edward J. Kaake	. . . .	517 893-7192
Farmington*	CM	13	Ralph D. Yoder	Robert F. Deadman 71	Nedra Viane	Winona Woods	Daniel A. Brynes	Daniel A. Byrnes	David L. Jones	313 474-5500
Farmington Hills*	CM	55	Frederick Lichtman 7/75	George Majoros 73	Floyd Cairns	Richard Reingold-3	. . . .	Ronald Holko	Ralph Magid	313 474-6115
Fenton*	CM	8	Arthur F. Brandt 11/75	Victor F. Smith 64	Eileen Roddy	. . . .	Bruce E. Dorland	Charles M. Conklin	Kenneth Fletcher	313 629-2261
Ferndale*	CM	31	Robert J. Paczkowski 12/75	Ronald U. DeMaagd 70	Valerie E. Kitchen	Ronald U. DeMaagd-2	William McMurray	Donald R. Geary	Vurnal V. Bartlett	313 547-6000
Flat Rock	MC	6	(not reporting)							313 782-2455
Flint*	CM	193	Paul C. Visser 11/75	Daniel Boggan, Jr. 74	Lloyd S. Hendon	Steve Learmonth	Buford C. Grable	James W. Rutherford	Anthony W. Deblaise	313 766-7276
Flushing*	CM	7	Russell M. Phillips 11/75	William M. Costick 71	Shirley A. Clark	James M. Brinker	Edwin Parks	Vernon L. Royston	Archie Mark	313 659-3139
Frankenmuth*	CM	3	Elmer P. Simon 1/76	Wilbert R. Keinath 68	Harold Roedel	. . . .	Waldemar	James Thomas	Jack Schluckebier	517 652-9901
Franklin v	MC	3	Ward J. Thomas 76	. . . .	Helen S. Steckley	. . . .	William Albee	Frank Wilson	. . . .	313 626-9666
Fraser*	CM	12	James J. Pompo 12/75	William Blaskis 66	Michael Pohlod	. . . .	Lawrence Hofmann	Lawrence Hofmann	Fred Wade	313 293-3100
Fremont*	CM	3	Fred Billerbeck 11/75	Henry Van Dop 66	Fred Dawe, Jr.	Fred Dawe, Jr.	Edwin Weiden	Galen Brookens	Hugh Tharp	616 924-2101
Garden City	MC	42	James W. Lowe 11/75	. . . .	William F. Opper	William F. Opper	Onas Rowe	Robert Behrendt	George Langford-5	313 421-1262
Gaylord*	CM	3	Kenneth Campbell 75	Donald R. Harmon 64	Jean L. Tomaski	Elizabeth D. Olund	Paul Marciniak	Robert G. Tibbitts	Frank N. Craig, Jr.	517 732-4060
Gibraltar	MC	3	Roger Wm. Benyo 11/75	. . . .	Jean E. Thompson	Gary Follbaum	Robert Heumann	Robert Heumann	Roy Westphal	313 676-3900
Gladstone*	CM	5	Douglas Bovin 4/75	Howard W. Keeton 70	Howard W. Keeton	Margaret Anne Gagnon	Peter Dementer	Lowell F. Girard	Philip N. Gagnon	906 428-2311
Grand Blanc	MC	5	John M. Carey 1/76	Gordon F. Mancour 46	Doris Lacina	Joanne Blom-3	Thomas H. Ward	Gordon F. Mancour	Gordon F. Mancour-5	313 694-1111
Grand Haven*	CM	12	John R. Walhout 11/75	D. D. Tammen 68	William Swier	Joel Schmitt	Thomas Tilden	Richard Klempel	Jerry Lietzke	616 842-3210
Grand Ledge	MC	6	Alvin A. Kempf 4/75	Eugene W. Briggs	L. Louise Rowe	. . . .	Robert G. Briggs	William K. Eveleth	Ralph Lawrence	517 627-2149
Grand Rapids*	CM	198	Lyman S. Parks 12/77	Joseph R. Grassie 70	Rawson Weaver	James E. Gunderson	Robert J. Veit	Robert Anderson	. . . .	616 456-3000
Grandville*	CM	11	John M. Prangley 4/75	Howard Nyenhuis	Ethel DePuit	Donald Behrens	John Kolkman	Kenneth Madejczyk	Kenneth Jenison	616 534-8651
Grayling*	CM	2	Derek McEvers 12/75	Jerry W. Morford 72	Jerry W. Morford	Allen V. Schreiner	Joseph White	Peter Stephan	Howard Moggo	517 348-2131
Greenville*	CM	7	Lloyd Walker 1/76	Alan G. Davis 56	Leo Foster, Jr.-2,3	. . . .	Leland Gunderson	Jerald Sage	Gary Stacey-5	616 754-5645
Grosse Pointe*	CM	7	John L. King 11/75	Thomas Kressbach 66	Thomas W. Kressbach	Dennis C. Foran	Robert Marshall	Andrew C. Teetaert	Douglas Collinson	313 885-5800
Grosse Pointe Farms*	CM	12	Wm. G. Butler 11/75	Andrew Bremer, Jr. 64	. . . .	Carrol Lock-2	Michael Beaupre	Robert Ferber	Patrick Cosgrove	313 885-6600
Grosse Pointe Park*	CM	16	Matthew C. Patterson 11/75	Robert A. Slone 58	Nunzio J. Ortisi	Nunzio J. Ortisi	Phillip Costa	Henry O. Coonce	Herbert L. Heger	313 822-6200
Grosse Pointe Shores v*	CM	3	G. C. Schroeder	T. K. Jefferis 46	T. K. Jefferis	T. K. Jefferis	. . . .	J. Vitale	. . . .	313 881-6565
Grosse Pointe Woods*†	CM	22	. . . .	Chester E. Petersen 61	Chester E. Petersen	F. G. Hornfisher-2	Henry M. Marchand	Henry M. Marchand	Anthony Guaresimo	313 884-6800
Hamtramck	MC	27	Albert J. Zak 12/75	. . . .	Walter J. Gajewski	Steven J. Potter-2	Chester Hall	Stanley Biernacki	John Kryczkowski	313 874-2400
Hancock*	CM	5	Wesley Kangas 12/74	David L. Soulak 74	Ellie Person	. . . .	James Ahola	. . . .	David L. Soulak	906 482-1121
Harbor Springs*	CM	2	Harmon Wilcox 11/74	Robt. S. Anderson 72	Edward Crowle	. . . .	Mourise Phillips	Frank Jessiek	Donald Gregory	616 526-2104
Harper Woods*	CM	20	Joseph P. Grossel 11/75	Joseph C. Dorsky 72	Elinor Cramer	Kenneth Woodworth-2	Howard LeFevre	Nickolaus Mayer	Donald V. Dayton	313 881-2340
Hart*	CM	2	C. O. McLouth, Jr. 4/75	. . . .	. . . .	. . . .	Ted Schaner	C. O. McLouth, Jr.	Robert Viterna	616 873-2488
Hartford	MC	3	(not reporting)							616 621-3375
Hastings	MC	7	Cedric S. Morey 1/76	. . . .	Donna J. Kinney	Donna J. Kinney	Edward Tudor	C. Richard Sunior	M. C. Klovanich-4,5	616 945-2468
Hazel Park*	CM	24	Stephen J. Zervas 1/76	Dan W. Potter 73	Ruth Lindsey-2	. . . .	Edward E. Evans	Chas. W. Young, Sr.	John Giroux-5	313 546-7000
Highland Park	CO	35	Robert B. Blackwell 12/75	. . . .	Tremon McDermott	Grant B. Alberts	Gerald Howell	Donald Ashcroft	James Smith	313 868-5400
Hillsdale*	CM	8	Herbert H. Hine 11/77	William D. Carr 71	Roberta C. Iverson	William D. Carr	Larry Eichler	Charles W. Greer	William E. Lape	517 437-7312
Holland*	CM	26	Louis Hallacy, II 11/75	William L. Bopf 70	Donald W. Schipper	John W. Fonger-1	L. Marvin Mokma	Charles Lindstrom	Gordon Start-4,5	616 396-2311
Holly v*	CM	4	Cleveland F. Ridley 3/77	Robert C. Lewis 74	Betty Oliver	James Greig	Jim Alexander	Donald Callsen	Donald Thompson	313 634-9571
Houghton v§	MC	6	Gerald S. Bond 11/74	Raymond Kestner 72	William P. Voght	William P. Voght	James Chappell	Wiljo Wirtanen	Raymond Kestner-4,5	906 482-1770
Howell*	CM	5	Robert E. Parker 11/75	Roy E. Trim 68	Don E. Beach	Don E. Beach-3	Phillip Fisher	Charles Mason	William Clapper-5	517 546-3500
Hudson*	CM	3	Willard W. Lamb	Paul B. Goode 70	Dorothy Jagielski	Jerome Freytag	Wesley Camp	Melvin Tanner	Richard Frownfelter	313 448-3271
Hudsonville*	CM	4	Norman Unema 12/75	Henry Scholten 73	Mary Richardson	Mary Richardson	James Plaggemeyer	Robert Dykstra	Henry Scholten	616 669-6648
Huntington Woods*	CM	9	Gordon R. Bryant 11/75	David Wilfong 66	Avis L. Schulze	Eugene Gardiner	James Y. Stewart	James Y. Stewart	Robert O. Knapp	313 541-4300
Imlay City v*	CM	2	Keith D. Clark	Alan Housler 68	Clifford Dorow	Alan Housler	Warner Hoeksema	Lawrence Dougherty	Nelson Flansburg	313 724-2135
Inkster*	CM	39	Edward Bivens, Jr. 75	David S. Williams 73	Betty G. Miller	Bruce Cook-2	Kenneth Roberts	Henry T. Jason	. . . .	313 565-4100
Ionia	MC	6	Donald L. Stanton 4/75	Norman Gaffney	G. B. Gemuend-2	Edmund Rothfelder	Richard Allen	Frank Lance	Norman Gaffney	616 527-4170
Iron Mountain	MC	9	John C. O'Donnell 12/75	David J. Fornetti	Edna F. Rossi	Joseph E. Draxler	Alfonse Fuse	Vance T. Sparpana	David J. Fornetti-4,5	906 774-0423
Iron River*	CM	3	E. M. Karwoski 4/75	Klint W. Safford 74	Harriet Sarafiny	Harold T. Anderson	Floyd Van Wagner	Floyd Van Wagner	Klint W. Safford	906 265-4719
Ironwood*	CM	9	William T. Kleinbrook 11/75	Kenneth E. Long 61	Grant W. McCullough	George E. Anderson	Bernard M. Kolesar	Leo A. Gayan	Stanley Armata-5	906 932-5050
Ishpeming*	CM	8	David Holli 4/75	Robert L. Noe 73	Lambert L. Chard	. . . .	Ralph D. Blewett	Frank A. Sarvello	Edward C. Farley	906 486-6581
Ithaca	MC	3	(not reporting)							517 875-3160
Jackson*	CM	45	Philip H. Conley 12/75	Wes McAllister, Jr. 74	Herbert M. Conway	Herbert M. Conway	Kenneth Melville	. . . .	Walter J. Vaclavik-4	517 782-0511
Kalamazoo*	CM	86	Francis P. Hamilton 11/75	James L. Caplinger 68	Arlene R. VanderRoest	Maurice Schipper-1	Chester W. Douglass	Dean A. Fox	Donald H. Swets-4	616 381-5500
Keego Harbor*	CM	3	David Erickson 4/75	. . . .	Josephine A. Ward	. . . .	Daniel L. Miller	William E. Holloway	Tommy M. Parker	313 682-1930
Kentwood	MC	20	Peter M. Lamberts 1/76	Thomas B. Clayton	John Van Dyke	J. J. Rop	Donald Green	Richard Dryer	Peter M. Lamberts-5	616 455-4000
Kingsford*	CM	5	Bruno E. Maule 12/74	Robert H. Langkawel 64	R. H. Langkawel	Lloyd F. Grimoro-3	Darrell King	George Pera	Howard Cocking-5	906 774-3526
L'Anse v	MC	3	Ted Kubit 3/76	. . . .	G. Glen Sands	G. Glen Sands	Wesley E. Ellis	John A. Lundy	Walter Seavoy	906 524-6116
Lake Orion v*	CM	3	Arthur Trowbridge 3/75	Donald E. Scripter 74	Neal E. Leonard-3	. . . .	Cecil Ryckman	Leslie C. Perkins	Gerald D. Soldan-5	313 693-8391
Lansing	MC	132	Gerald W. Graves 12/77	Robert B. Black	Theo Fulton	James Dowsett-2	Carl W. Baratt	Thomas W. O'Toole	Robert Backus-4,5	517 487-1000
Lapeer*	CM	6	Orin E. Conner 4/75	Arnold B. Whitney 62	Arnold B. Whitney	L. M. Gettings, Sr.	Louis Finsterwald	Claude E. Scramlin	Orville Gardner	313 664-2902
Lathrup Village*	CM	5	Richard N. Cogger 1/76	Jerald D. Stone 58	Doris Andrus	Jerald D. Stone	. . . .	Thomas Tellefsen	James Andrus	313 557-2600

Directory 1/9 continued — MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
MICHIGAN (226) continued										
Laurium v	MC	3	Glenn A. McCabe 4/76	. . . .	P. J. Fredrickson-2	. . . .	Donald Julio	Faber W. McCormack	Walfrid A. Lassila-5	906 337-1600
Lincoln Park	MC	53	Max F. Schiebold 11/75	. . . .	Melvin Gish	Edward L. Figure-2	Clarence Bay	Robert Duncan	Harold Guyot	313 386-1800
Litchfield*	CM	1	Woodrow Southfield 11/77	Francis A. Wills 73	Karen Moore	Olin Hinkle-3	Richard Wade	Robert Abright	Duane Lambright	517 542-3477
Livonia†	MC	110	Edward H. McNamara	. . . .	Addison W. Bacon	Addison W. Bacon	John J. Bunk	Robert J. Turner	Robert E. Osborn	313 421-2000
Lowell*	CM	3	Carlen E. Anderson	Blaine E. Bacon 69	Blaine E. Bacon	Blaine E. Bacon	Frank Baker	Barry D. Emmons	Antanino A. Siciliano	616 897-8457
Ludington*	CM	9	Shirley G. Myers 1/76	Geo H Von Drak 74	Clarence Fonnesbeck	Geo H Von Drak	Gerald L. Clark	William H. Hartley	Gerald L. Clark	616 843-2700
Madison Heights*	CM	39	Virginia M. Solberg 4/75	Estol L. Swem 66	Dorothy M. Lents	Robert L. Gulley-2	Donald L. Hoskins	William F. Sloan	Richard W. Malcolm-5	313 588-1200
Manistee*	CM	8	Leslie Bowling 11/74	Chester Glocheski 69	Margaret Fett	. . . .	. . . .	. . . .	. . . .	616 723-2558
Manistique*	CM	4	Thor H. Reque 4/76	Rush V. Cattell	Patricia Erickson	Patricia Erickson	Kenneth Jones	John J. McDonough	Raymond A. Linderoth	906 341-2290
Marine City*	CM	5	Ervin LaBuhn 11/77	Michael Ratcliff 72	Loretta Vandric	Loretta Vandric	Al Furtaw	Roy Agosta	Wayne Pauli	313 765-8830
Marlette v*	CM	2	E. Merril Foster 74	Charles Zampich 71	Robert C. May	. . . .	Ernest A. Nicol	Myron R. Hoover	Robert E. Foster	517 635-3881
Marquette*	CM	22	William J. Malandrone 11/74	Thomas R. McNabb 65	Norman L. Gruber, Jr.	Robert Lawrence	John W. Myers	George G. Johnson	James Palmer	906 226-2911
Marshall*	CM	7	Bruce A. Gray 4/75	Gerald Homminga 74	Richard Watkins-3	. . . .	L. H. Shellenberger	. . . .	. . . .	616 781-5183
Marysville*	CM	6	Harry W. Stark 11/75	Ernest E. Fisher 74	E. Schlinkert-2	Ernest E. Fisher	. . . .	Leonard Farrer	Kenneth Foerster-5	313 364-6613
Mason*	CM	5	Frank L. Guerriero	Patrick M. Price 73	Patrick M. Price	Norman L. Austin	Robert Ingham	Robert Graves	Leonard Brooks	517 677-3311
Melvindale	MC	14	John K. Kessey 12/75	. . . .	Charles H. Elliott	. . . .	George Dragos	George Dragos	Al Schniepp-5	313 381-8430
Menominee	MC	11	Jerome A. Nesbitt 12/76	. . . .	B. W. Delgoffe	B. W. Delgoffe	William L. Sporrer	Ervin J. Mouritsen	Frank Kveton-5	906 863-2656
Meridian tp*	CM	24	Steven L. Thomas 11/74	Richard N. Conti 73	Virginia L. White	Noel L. Miller	Raymond Brethauer	James Nelson	Jon Mills-4	517 349-1200
Midland*	CM	35	Gene W. Holthofer 11/75	Clifford R. Miles 73	Kenneth W. Lybolt	Victor C. Phillips	Robert J. Fisher	Donald S. Harcek	Gerald H. Martini	517 835-7711
Milan	MC	5	Douglas Edwards 12/75	Bernard C. Olson 70	Madene Maynard-3	Bernard C. Olson	Neil Taylor	Warren Hale	Patrick McShane-5	313 439-1501
Milford v*	CM	5	Norton Caswell 75	J. S. Brophy 65	A. T. Strauss	A. T. Strauss	Thomas Shelters	Ronald Averill	J.D. Caswell	313 684-1515
Monroe§	MC	24	Milton P. Munson 11/76	Leonard Leis 61	R. L. Dunbar	Thurman Liedel	James Soleau	Paul E. Peters	. . . .	313 241-5930
Mount Clemens*	CM	20	Bert Vande Vusse 11/75	Edwin E. Whedon 57	Jeanne T. Nelson	William N. Ringler	Edward J. Mandel	Russell W. Girard	Edwin E. Whedon	313 465-0471
Mount Morris§	MC	4	A. J. LaFurgey 4/75	P. L. Munck 73	P. L. Munck-2	P. L. Munck	R. K. Slattery	J. C. Hermann	P. L. Munck-5	313 686-2160
Mount Pleasant*	CM	21	J. Hudson Keenan 12/74	William B. Barrons 69	Charles A. Deibel	Charles A. Deibel	Dennis Stevenson	Thomas Martin	Robert R. Whitehead-4	517 773-7971
Munising*	CM	4	Henry St. Amour 4/75	Royce L. Downey 71	G. W. Bjork	. . . .	Theodore Belfry	Douglas Miron	Theodore Belfry	906 387-2076
Muskegon*	CM	45	Donald E. Johnson 12/75	Paul F. Frederick 70	Arthur J. Leutscher	James G. Workman-1	Ben P. Tripp	Anthony L. Kenney	Martin L. Leyrer	616 726-3111
Muskegon Heights*	CM	17	Kenneth Heineman 11/75	Donald P. Ziemke 60	Daniel L. Wentzloff	Nathan Tubergen-2	James L. Mulready	. . . .	James Wilson-5	616 733-1351
Negaunee*	CM	5	Charles Ruhanen	. . . .	Ronald Cardone	Ronald Cardone	Francis Dighera	Robert Johnson	Donald Robare	906 475-9961
New Baltimore*	CM	4	(not reporting)							313 725-2151
New Buffalo*	CM	3	Rolland Oselka 3/75	William J. Marx 74	Joan Weishaupt	Barbara Casselman-3	Joseph Rudecki	Dale Siebenmark	. . . .	616 469-1500
Newaygo*	CM	1	Louis Larson 1/76	Richard Knoll 74	Richard Knoll	. . . .	James Bell	John Sutton	Neil Butler	616 652-5861
Niles	MC	13	Ralph Wegner 1/76	. . . .	Donna Fout	Donna Fout	Theodore Spenner	Jack Mast	Shirley A. Brett	616 683-4700
North Muskegon*	CM	4	C. Max Fleischmann 11/74	Raymond C. Dagen 70	Nancy C. Scott	. . . .	Edward Klecka	Robert Kerschner	Raymond Shackelford	616 744-1621
Northville*	CM	5	A.M. Allen 11/75	Steven Walters 73	. . . .	Steven Walters	H. Hartner	Louis Westfall	H. Hartner	313 349-1300
Norton Shores§	MC	22	Frank F. Buck 11/77	William J. Baldridge 68	R. James Troup, Jr.	Leslie G. Gibson	LaVern Sumner	Charles Curtis	Rudolph J. Chmelar-4	616 798-4391
Norway*	CM	3	Arthur Marcell 11/75	Rodney D. Hodge 73	Ruth M. Almquist	Ruth M. Almquist	Frank Bergen	Edwin Meneghini	Leno Alexander	906 563-8015
Novi*	CM	10	Robert W. Daley 11/75	Ed. F. Kriewall, Jr.	Geraldine Stipp	Evelyn I. Natzel	Duane Bell	Lee Begole	. . . .	313 349-4300
Oak Park*	CM	37	David H. Shepherd 11/75	Joseph B. Thompson 70	Kathleen M. Callan	Donald A. Melchert	Glenford S. Leonard	Glenford S. Leonard	Henry Lybeck-4,5	313 547-1331
Otsego*	CM	4	Frederick Baldwin 11/75	Wesley A. Clarke 63	Jane L. Tice	Joyce E. Sanford	John Howe	Elton Goswick	Wesley A. Clarke	616 694-6146
Owosso*	CM	17	Leon A. Montague 11/77	F. Neil Jackson 64	Florence Kohls-3	Wilfred L. Farrell	Bryce Hoshield	Ellis J. Potter	Kenneth R. Apsey-4	517 723-5221
Oxford v*	CM	3	Leland Lamb 3/75	Donald Scripter 74	Doris Corey	. . . .	Dale Spiker	C. Ray Johns	Delbert Robinson	313 628-2543
Paw Paw v	MC	3	(not reporting)							616 657-5470
Petoskey*	CM	6	Barbara A. Waters 12/74	Richard I. Gorman 61	Robert D. Jennings	Robert D. Jennings	William Meindl	Ernest Kraus	Frank Plume-4,5	616 347-4105
Pinconning*	CM	1	Robert Hartley 11/75	W. Donald Duggar 70	Frances J. Jasura	Frances J. Jasura	John Slonske	Robert Trepanier	Raymond Skowron	517 879-2360
Plainwell	MC	3	(not reporting)							616 685-6821
Pleasant Ridge*	CM	4	John E. S. Scott 75	Louis G. Barry 71	Anne Barnard	Louis G. Barry	William McMurray	Owen W. Parent	Stanley Hemming	313 541-2900
Plymouth*	CM	12	Beverly McAninch	Fred L. Yockey 73	Paul V. Brumfield-2	Paul V. Brumfield	George Schoenneman	Timothy Ford	Kenneth Vogras	313 453-1234
Pontiac*	CM	85	Wallace E. Holland 1/76	Frank Smiley 72	Kerry Kammer	Leonard J. Bartos	Albert H. Rayner	William K. Hanger	Joseph E. Neipling	313 333-7131
Port Huron*	CM	36	Oliver M. Hanton 11/75	G. R. Bouchard 65	Guy C. Provost	Bruce A. Seymore	Norman McFarlane	Charles H. Gentry	Gerald Hummel-4	313 985-9631
Portage*	CM	34	Betty Lee C. Ongley 11/75	Donald P. Ziemke 74	Lois B. Johnson	Kenneth L. Geiger-1,	Jacob Mein	David Sharp	James Smith-4	616 327-4411
Portland*	CM	4	Fred N. Rowe, Jr. 4/75	Larry A. Wernette 70	Kathleen Smith	Larry A. Wernette	T. E. Hunt	Richard White	. . . .	517 647-7531
Reed City*	CM	2	Bryce B. Jamieson 4/75	Ralph Westerburg 73	Patricia O. Milligan	Patricia Milligan	Hilding Mellberg	Phillip Rathbun	Maynard J. Rambadt-5	616 832-2245
Richmond*	CM	3	Albert Bryant 11/75	Donald F. Starr 74	Rosemary Scott	. . . .	Alford Busch	Demetrio Falcone	Clarence Hebel	313 727-6645
River Rouge	MC	16	James Doig Jr. 4/75	Ray Charron	Victor Haener	Clarence Sabbath	Jack Pacheco	Ray Schattler	Frances X. Riopelle-5	313 843-4344
Riverview*	CM	11	Chester R. Bielak 11/75	Harry J. Kollman 72	Marilyn Girardin	Paul A. Kraft-2	Donald Highfield	Donald J. Highfield	Gerald N. Perry-5	313 283-2660
Rochester*	CM	7	Samuel A. Howlett 11/75	William S. Sinclair 65	Maxine Ross	William S. Sinclair	. . . .	. . . .	. . . .	313 651-9061
Rockford*	CM	2	Tom Wells 11/75	John Van Prooyen 70	John Van Prooyen	. . . .	Robert Van Der Mey	Bruce Finch	John Van Prooyen-5	616 866-2495
Rockwood	MC	3	(not reporting)							313 379-9496

Rogers City*	CM	4	James E. Stewart 1/76	Charles R. McKee 55	William R. Froelich	. . . .	Leo A. Hilla	Leo A. Hilla	Vernon E. Langlois	517 734-2191
Romeo v†	MC	4	Fred Noyes	. . . .	Norman Engle	. . . .	John Foltz	Joe Parotta	Clyde Eckler	313 752-3565
Roosevelt Park*	CM	4	Robert H. Dillard 11/74	Joseph A. Jurick 68	Joseph A. Jurick	Helen R. Ruzicka	. . . .	Thomas M. Kelenske	Robert Yaunke	616 755-3721
Roseville*	CM	61	Lester DeClerk 11/75	. . . .	Joseph G. Savage	John Nikkel	Wallace Zielke	Robert Moers	Larry McGrail	313 778-2800
Royal Oak*	CM	85	James P. Cline 12/75	Bruce W. Love 61	Gladys Fogo	John L. DaGiau	Clayton A. Nicholes	Virgil L. Scott	William G. Sharpe-4	313 546-1000
Saginaw*	CM	92	Wm. F. Nelson, Jr. 11/75	Edw. H. Potthoff, Jr. 61	Eliz. A. Donaldson	Philip E. Goodlander	Martin R. Cramton	Wesley F. Alcorn	James Ruhl-4	517 753-5411
St. Clair	MC	5	(not reporting)							313 329-3366
St. Clair Shores*	CM	88	Frank J. McPharlin 11/75	Donald J. Harm 62	George F. Kaufman	Robert E. Janes-2	Earl K. Dildine	Leo Warfield	Charles Beale-5	313 776-7900
St. Ignace*	CM	3	Sarah Tamlyn 11/75	George Gardner 73	Virginia Olmstead	George Gardner	Leonard St. Louis	Keith Pillsbury	George Gardner	906 643-9671
St. Johns*	CM	7	Robert H. Wood 11/75	Harvey Weatherwax 68	Randy Humphrey	H. Weatherwax	Clare Maier	Lyle French	Floyd Vermette-4	517 224-3213
St. Joseph*	CM	11	Franklin H. Smith 4/75	Gerald W. Heppler 74	C. J. Rhodes	C. J. Rhodes	Wm. Moore	T. Gillespie	James Talbot	616 983-6324
St. Louis*	CM	4	Douglas F. McKim 1/76	William T. Dennis 69	Kenneth V. Barnum	Kenneth V. Barnum	Bernard Leahy	H. R. Wolford	Maynard Starry	517 681-2137
Saline	MC	5	Hubert Beach 12/74	Roy Smith 74	W. C. King, Jr.	. . . .	Harold Armbruster	James L. Levleit	Elwin A. Strait	313 429-4907
Sault Ste. Marie*	CM	15	Frank E. Pingatore 4/75	George DeFrench 72	D. K. Strickland	Douglas E. Booth	Robert E. Miller	Keith Ewing	Orville J. Anderson	906 635-5261
Scottville*	CM	1	Rick Templar 11/74	Rodger L. Bennett 70	R. L. Bennett	Dorothy Falconer	Don Parsons	James M. Englebrecht	Roy L. Holden	616 757-4729
South Haven*	CM	6	Elizabeth B. Davis 1/76	Albert R. Pierce 68	Rita Verdonk	Albert R. Pierce	Leslie Olmstead	Otto Buelow	Albert R. Pierce	616 637-5211
South Lyon*	CM	3	Andrew Rajkovich 11/75	W. H. Lange 73	Norma Wallace	W. H. Lange	Donald Fletcher	. . . .	Jesse Winters-5	313 437-1735
Southfield*	CM	69	Donald F. Fracassi 11/77	Peter J. Cristiano 68	Patrick G. Flannery	Peter J. Cristiano	Donald M. Foote	Milton G. Sackett	Arthur F. Wilusz-5	313 354-1000
Southgate	MC	34	Robert C. Reaume 12/75	William Valusek	Robert M. Alexander	Roger B. Raupp, Jr.	Elmer C. Schulz	William B. Shaffer	Arthur C. Wojno	313 283-1300
Sparta v	MC	3	Eugene Heugel 3/76	Roy C. Burgett 55	Roy C. Burgett	. . . .	Gale Taylor	Robert Apel	. . . .	616 887-7331
Spring Lake v*	CM	3	John Mastenbrook 4/75	John Bolthouse 72	John Bolthouse	John Bolthouse	Edward Koster	Leon Langeland	John Bolthouse	616 842-1393
Springfield*	CM	4	Adelbert E. Bishop 4/75	W. E. Taylor 67	Forest E. Dubendorf	Forest Dubendorf	Robert Thomas	Leo Savio	James Bracke	616 965-2354
Stambaugh*	CM	1	Norbert Berg 4/75	George Hammar 54	George Hammar	. . . .	Emil Sharlein	William Paiter	Frank Penkevich, Jr.	906 265-4213
Sterling Heights*	CM	61	Anthony Dobry 11/75	. . . .	George Bunker	Darrell Will	Robert Herman	Maurice Foltz	Ray Filipchuk	313 268-8500
Sturgis*	CM	9	Carlyle Kitson 5/75	John E. Brand 68	Kensall D. Wise	. . . .	Raymond Carter	William H. Miller	. . . .	616 651-2321
Swartz Creek*	CM	5	John H. Trecha 11/74	Thomas L. Hundley 73	Richard G. Runnels	Richard G. Runnels	Lynwood Muchler	Rolland R. Ayers	Michael R. Shumaker	313 635-3600
Sylvan Lake*	CM	2	Paul J. Felix 10/74	Horace M. Engler 70	Rosalind Wildgen	Horace M. Engler	Mr. Morgan	Mr. McTavish	Horace M. Engler	313 682-1440
Taylor	MC	70	S. Richard Marshall	. . . .	John Sabo	Richard E. Davies	Alex Kato	Raymond Quiel	Frank Carone	313 287-6550
Tecumseh*	CM	7	Harold E. Easton 1/75	Calvin Zorn 63	Vera Gardner	. . . .	Wallace MacGeorge	Ray Walton	. . . .	313 423-2107
Three Rivers*	CM	7	Gerald F. Bales 11/75	. . . .	M. Jane Sebo	. . . .	. . . .	. . . .	. . . .	616 273-1075
Traverse City*	CM	18	Carl Huffman 4/75	Lawrence Savage 64	Francis A. McCall	Harold L. Truelove	William Klaasen	John McCloskey	Gerald Williams	616 946-4800
Trenton	MC	24	Isadore G. Mulias 11/75	Roy D. Musselman 74	Francis S. Thomas	David Aronson	Albert C. DiPaolo	John D. Harrison	Mark Solo	313 675-5500
Troy*	CM	39	Richard Doyle 4/77	Frank Gerstenecker 70	Kenneth L. Courtney-3	Kenneth Courtney-3	Lauren Ford	Forrest Fisher	Richard Graham	313 689-4900
Utica	MC	4	Fred H. Beck	. . . .	Eunice Kopietz	Shirley McMahon	Robert Beck	Edward Anderson	Julio Moscone	313 739-1600
Vassar*	CM	3	Jacob Gleeson 11/75	C. Max Harpham 66	E. Louise Aranyos	Edna A. Eastham	Raymond O. Hess	John A. Horwath	Raymond O. Hess	517 823-8517
Wakefield*	CM	3	Raymond B. Ott 11/75	. . . .	Martha Juopperi	Katherine A. Aho	Anton C. Valesano	Anton C. Valesano	Nick Vidakovich-5	906 229-5131
Walker	MC	11	Philip P. Versluis 4/75	Howard F. Roberts	Virginia M. Miller	Howard F. Roberts	Vernon Bergman	Jack Hendricks	. . . .	616 453-2463
Walled Lake*	CM	4	William T. Roberts 11/76	Joseph Meneghini 74	Ruby Lewandowski-3	. . . .	Russell Curl	Wilford G. Hook	John E. Nail-5	313 624-4847
Warren	MC	179	Ted Bates 12/75	. . . .	Joseph Raich	John Hanrahan-2	Jim Ritchie	Milford Gilliam	Paul Vandenbranden	313 573-9500
Wayland*	CM	2	Marshall E. Towne 4/76	Raymond J. France 72	Raymond J. France	. . . .	Hugh Deweerd	Harold Ernest	. . . .	616 792-2265
Wayne*	CM	21	Patrick J. Norton 11/75	Patrick J. Cullen 73	Geneva M. Ford	Robert W. Little	Russell G. Johnson	Walter MacGregor	Dallas Keller-5	313 722-2000
Westland	MC	87	Eugene McKinney 12/76	. . . .	Alice Dittmar	Robert Matzo	Ralph Savini	Bill Rechlin	Bill Engle	313 721-6000
Whitehall*	CM	3	Richard L. Cogswell	Wm. E. Beauvais, Jr. 68	W. E. Beauvais, Jr.	W. E. Beauvais, Jr.	James Bernhardt	James Prow	Gregory Sowa-5	616 894-4048
Williamston*	CM	3	Victor H. Hogg 1/75	Raymond L. Watkins 71	Gloria Alexander	Gloria Alexander	Kurt Hunt	Raymond M. King	Ellis Wygant	517 655-2774
Wolverine Lake v	MC	4	F. Robert Kaiser 4/75	William O'Brien 73	Irene Savich	Irene Savich	. . . .	John J. O'Neill	William O'Brien	313 624-1710
Woodhaven	MC	3	Joseph C. Quillico 12/77	. . . .	Karen M. Mazo	. . . .	Robert J Gildersleeve	James A. Caygill	James Kveen	313 675-3000
Wyandotte	MC	41	William Sullivan 4/75	. . . .	William Griggs	Ralph Lesko	Fred Baker	Marion T. Jezewski	George L. Tattrie-4	313 283-3800
Wyoming*	CM	57	Thomas K. Eardley, Jr 4/75	Thomas E. Pugh 74	Charles W. Gress	John Schoolenberg-2	Jay L. Waalkes	Lowell Henline	Larry Harris	616 534-7671
Ypsilanti*	CM	30	George D. Goodman	Joseph A. Warren 74	James E. Ashby	Harry Todeschini	Ralph Crawford	Herbert C. Smith	William Lawhead-4	313 483-1100
Zeeland	MC	5	Edward Nagelkirk	Gerald Homminga	Leon Van Harn	Leon Van Harn	Jason Vander Plaats	Lawrence Veldheer	Martin J. Hieftje	616 772-4835
Zilwaukee*†	CM	2	James D. Summerfield 11/73	Stewart J. Burke 70	C. E. Langschwager	Stewart J. Burke	Howard Luplow	Wesley Hartley	Jack Tany-5	517 755-0931
MINNESOTA (152)										
Albert Lea*	CM	19	Paul W. Larimore	John W. Elwell 69	E. F. Vollbrecht	D. Rippentrop	E. Grinolds	R. Alstad	R. Johnson	507 373-2393
Alexandria	MC	7	Vernon J. Bisson	. . . .	Arlan E. Johnson-2	. . . .	Merle Westerfield	George McKay	Earl LaMaack	612 763-6678
Anoka*	CM	13	David Stewart 4/75	S. C. Gesko, Jr. 67	S. C. Gesko, Jr.	Victor Knutson-1	R. J. Beckenbach	Dave Hoaglund	R. B. Johnson	612 421-6630
Apple Valley	MC	9	Fred J. Largen 12/76	Richard G. Asleson	Richard G. Asleson	Frederick L. Prom	Richard Tuthill	Gene Corrigan	John B. Gretz	612 432-7105
Arden Hills v	MC	6	Henry J. Crepeau, Jr.	. . . .	. . . .	. . . .	Harold Fischer	Patrick Sexton	. . . .	612 633-5676
Aurora v	MC	3	Carl Glavan 12/75	. . . .	Geraldine Boben	. . . .	Lawrence Grebenc	. . . .	Herman Zuponcic	218 229-2614
Austin	MC	25	Leo J. Reding 1/75	Darrell Stacy 73	Richard Benzkofer	Richard Benzkofer	Dan Miller	Robert Nelson	. . . .	507 433-3449
Babbitt v	MC	3	Richard Mahal 12/75	. . . .	Newell Cederholm	. . . .	Newell Cederholm	Eugene Marinaro	. . . .	218 827-4130
Bayport v	MC	3	Raoul Robledo 12/76	. . . .	Dorothy R. Smith	Raoul Robledo	Thos. J. Brinkman	Vernon H. Voligny	. . . .	612 439-2530
Bemidji*	CM	11	E. T. Jansen 12/74	John Lloyd 71	Dorothy V. Boe	Clarence Gordhamer	Jerry Moen	James W. McDowell	Russell Stordahl-5	218 751-5610
Benson*	CM	3	John Thompson	Ken Ross 65	. . . .	Ione Kellner	Hjalmer Erickson	Don Lien	Ken Ross-4	612 842-4981
Blaine*	CM	21	Francis Fogerty 12/75	G. T. Bremicker, Jr. 74	Sharon Ross	Richard Theis	Ronald Fagerstrom	Charles Merriman	Kenneth Irvin	612 784-6700
Bloomington*	CM	82	Robert M. Benedict 12/75	John G. Pidgeon 67	Arthur W. Jensen	Lyle R. Olson	Rollie Rueger	James M. Brekken	Sam Hobbs	612 881-5811
Blue Earth	MC	4	Edward Leland	. . . .	Fred J. Kraft	Fred J. Kraft	Fritz Kriewall	Leslie Krusemark	Claude Franke	507 526-2819

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
MINNESOTA (152) continued										
Brainerd	MC	12	Tom O'Brien	Richard J. Johnson	Richard J. Johnson	Richard J. Johnson	Raymond Shortridge	William Fitzsimmons	George Kriha	. . . .
Breckenridge	MC	4	Keith Zarling 1/76	. . . .	M. D. Casper	M. D. Casper	Richard Thompson	Chas. W. Lambert	Howard Rothwell	218 643-5508
Brooklyn Center*	CM	35	Philip Q. Cohen 12/75	Donald G. Poss 66	Allen S. Lindman	Paul Holmlund	Donald Mason	Thomas G. Ohehir	James R. Merila	612 561-5440
Brooklyn Park*	CM	26	James Krautkremer	R. M. Henneberger 73	Wesley Long	Charles Darth-3	Lyle Robinson	Harry Robertson	Neil M. Johnson-4	612 425-4502
Buffalo v	MC	3	Howard L. Stubstad 12/76	Wallace I. Peterson	W. I. Peterson	W. I. Peterson	James O. Nelson	James McKown	. . . .	612 682-1181
Burnsville v*	CM	20	Alfred E. Hall 12/76	Patrick J. McInnis 65	Leslie J. Anderson	Leslie J. Anderson	Michael DuMoulin	Michael DuMoulin	Donald T. Sorensen	612 890-4100
Caledonia v	MC	3	(not reporting)							507 724-3450
Cambridge v	MC	3	Al Anlauf 76	. . . .	Donald Dalen	. . . .	Donald Streit	Frank Akers	Donald Babb	612 689-3211
Chanhassen v	MC	5	Al Klingelhutz	Lloyd G. Schnelle 73	Gerald W. Schlenk	Kay Klingelhutz	Jack Kreger	Al Wallin	Henry Wrase	612 474-8885
Chaska§	MC	4	Leon J. Schmidt 12/76	Patrick E. McGarvey 70	Shirley Bruers	. . . .	Wallace Ess	Les Leiverman	. . . .	612 448-2851
Chisholm	MC	6	Lawrence L. Belluzzo 12/75	. . . .	Raymond G. Ferrell	Raymond G. Ferrell	Darrell E. Shanks	Darrell E. Shanks	Tony Peternal	218 254-3353
Circle Pines v	MC	4	Kenneth Mackay 12/75	Wayne Dannheim 62	W. H. Dannheim	Edwin Bloomstrand	Basil Guggisburg	Robert Tapp	William Imme-5	612 784-5898
Cloquet†	MC	9	John T. McGregor	. . . .	John W. Boyer	. . . .	A. M. Luukkonen	Bennett Roginski	Bruce R. Boyer	218 879-3347
Columbia Heights*	CM	24	Bruce G. Nawrocki 12/75	Malcolm O. Watson 57	John Schedler	John Schedler	Fran Bassett	Merle Glader	Earl G. Gustafson	612 788-9221
Coon Rapids*	CM	31	Donald G. Erlandson 12/75	John K. Cottingham 69	Betty Bell	Lyle Haney	William Thompson	Gerald D. Nelson	William Ottensmann	612 755-2880
Cottage Grove	MC	13	Roger E. Peterson	Carl F. Meissner	Carl F. Meissner	Vernette V. Hanson	Dennis Erickson	Robert Oszman	Carl L. Carlson	612 459-5535
Crookston	MC	8	(not reporting)							218 281-4503
Crystal*	CM	31	Peter Meintsma 12/76	John T. Irving 64	Hesther Traux	Miles D. Johnson	Dean Berner	James Mossey	William S. Sherburne	612 537-8421
Deephaven v	MC	4	James P. Hoben 12/75	Juliene Weidner	Juliene Weidner	. . . .	. . . .	James C. Anderson	. . . .	612 474-4755
Detroit Lakes	MC	6	Kent M. Freeman 1/77	. . . .	Wayne Lance	Merlin Wacker	Robert Granger	L. E. Person	Herbert R. Koenig	218 847-5658
Duluth§	MC	101	Ben Boo 12/75	Clarence Maddy 60	Kathleen Patt	Bert H. Parson	Dell E. Leonard	Milo S. Tasky	Carl A. Lund	218 727-4522
East Bethel v	MC	3	Dean V. Lillion 12/74	. . . .	Ethel Jackman	Pauline Ekvall	Donald Anderson	. . . .	Douglas Meyenburg	612 434-5315
East Grand Forks	MC	8	Vivian E. Harney 1/76	. . . .	D. E. Mack-1,2	D. E. Mack-1,2	Orville Fore	Richard J. Wald	Keith J. O'Leary	218 773-2481
Eden Prairie v*	CM	7	David W. Osterholt 1/77	Robert P. Heinrich 72	John Frane	John Frane	Ray Mitchell	Jack Hacking	Ray Earls-5	612 941-2262
Edina*	CM	44	James Van Valkenburg 12/75	Warren C. Hyde 55	Florence B. Hallberg	Jarl N. Dalen	James McNellis	Wayne W. Bennett	Robert C. Dunn-4	612 927-8861
Ely	MC	5	(not reporting)							218 596-8952
Eveleth	MC	5	Joseph R. Begich 12/74	. . . .	Elmer A. Milbridge-3	Elmer A. Milbridge	Guido Rosati	Frank Stagliana	Louis Pazzelli	218 741-7479
Excelsior v*	CM	3	Charles M. Harper 12/76	Roy E. Swenson 71	Audrey Johnson	Audrey Johnson	Steve Bauman	Dale Remus	Carl Zieman	612 474-5233
Fairmont†	MC	11	Louis R. Donnelly 12/75	. . . .	Leroy E. Schultze	Leroy E. Schultze	Thomas Cavers	Victor Hillmer	W. J. Youngerman-4	507 235-5563
Falcon Heights v	MC	6	Willis Warkentien	Dewan B. Barnes	Dewan B. Barnes-2	. . . .	Albert Helbig	Gene Steele	. . . .	612 644-5050
Faribault	MC	17	Robert C. Larson 12/76	Robert B. Cook	Marlene Giefer	Marlene Giefer	Charles Roehrick	Edward O'Brien	Robert B. Cook-4	507 334-2222
Farmington v*†	CM	3	Lawrence F. Daily	William J. Ford 68	Wm. J. Ford	Wm. J. Ford	Jack Sauber	Robert Metcalf	William Hince-5	612 463-7111
Fergus Falls	MC	12	Barbara B. Donoho 12/74	Rodger A. Neumann	R. A. Neumann-2	R. A. Neumann-2	Kenneth Hovland	Harmarthur Hull	James E. Voyen	218 739-2251
Forest Lake v	MC	3	Jere Noreen 12/75	Robert R. Houle 74	Merton E. Houle	Robert R. Houle	Delmar Branum	James R. Trudeau	Harold Bothman	612 464-3550
Fridley*	CM	29	Frank G. Liebl 12/74	Nasim M. Qureshi 74	Marvin C. Brunsell	Marvin C. Brunsell	Robert Hughes	James Hill	Nasim M. Qureshi-4	612 560-3450
Glencoe	MC	4	Gene Ardolf 4/76	. . . .	Lyle Winterfeldt	. . . .	Jim Mayer	Stuart Anderson	. . . .	612 864-3011
Glenwood	MC	3	Oliver Hoplin 12/77	Donald L. Miller 57	D. L. Miller	. . . .	William Blair	Norman Nelson	. . . .	612 634-3282
Golden Valley v*	CM	24	Robert E. Riggs 1/76	Barkley G. Omans 69	Helen Penniman	John Murphy	Al L. Hanover	David L. Gorski	Lowell Odland-4	612 545-3781
Grand Rapids v§	MC	7	Robert K. Horn 12/75	O. M. Hollom 58	O. M. Hollom	Leo Thomas	Jack Dowell	Arnold Witherill	Richard Sackett	218 326-3246
Granite Falls*	CM	3	Elroy Burgeson 11/74	Wink Lundell 73	Thelma Swenson	Stanley Berg-1	Odell Olson	Kent Houchins	John Knutson-4,5	612 564-2432
Hastings§	MC	12	Walter E. Petersen 1/75	James W. Cosby 74	. . . .	Wallace H. Erickson	Clarence Latch	Daryl Plath	Keith Rosch	612 437-3191
Hibbing v	MC	16	Kenneth R. Lund	Harry Gherardi	B. A. Munter	B. A. Munter	O. A. Abate	Thomas Motherway	J. M. Madsen	218 263-7565
Hopkins*	CM	13	Henry Pokorny 7/75	Peter G. Cotton 74	Harold Richardson	Chris Nielsen	Ed Lundgren	William Proetz	John J. Strojan-4	612 935-8474
Hoyt Lakes v	MC	4	(not reporting)							218 225-2344
Hutchinson§	MC	8	D. J. Black 12/77	Thomas E. Mealey 69	Thomas E. Mealey	Thomas E. Mealey	Eric Smith	Dean O'Borsky	Marlow V. Priebe-4	612 896-1245
International Falls	MC	6	Robert Bennett 4/75	. . . .	Sterling Houglum	Robert Ryan	Jack Robb	Richard Ellison	Gundar Hallan	218 283-2961
Inver Grove Heights v*	CM	12	Eugene Atkins 12/75	Robert W. Schaefer 72	Edward Kurth	Robert Kochevar	Neil O. Johnson	Robert A. Harris	John Davidson	612 454-5111
Jackson	MC	4	Clinton O. Dahl 12/74	Fred D. Huemoeller	. . . .	. . . .	V. W. Dunlavey	Oren Thompson	Bruce C. Miller	507 847-4410
La Crescent v	MC	3	Ottis A. Adamson 12/76	Clarence T. Russell	Clarence T. Russell	. . . .	Clarence Vetsch	Dennis L. Swedberg	. . . .	507 895-2595
Lake City	MC	4	Wilmer Strickland 4/76	. . . .	Dorothy Fick	. . . .	Robert Beckman	Merlyn Brunkow	James Biggar	612 345-2122
Lake Elmo v	MC	4	Maynard Eder 12/76	. . . .	Donald Mehsikomer	Donald Mehsikomer	James Bjorkman	. . . .	. . . .	612 777-5510
Lakeville v	MC	8	Robert Jensen 12/75	. . . .	Marceline Hemstrom-2	. . . .	Joe Marek	Richard Rademacker	James Robinette	612 469-4491
Le Sueur	CM	4	A. D. Walden	Allen Cords	Evelyn Harmeyer	. . . .	. . . .	Joyce Kopp	Ray Mueller	612 665-3288
Lino Lakes v	MC	4	William Bohjanen 12/75	. . . .	Edna Sarner-3	Edna Sarner	Milford Kline	Marvin Myhre	Donald Volk	612 464-5562
Litchfield	MC	5	(not reporting)							612 693-6334
Little Canada v†	MC	3	Perry Makeeff	. . . .	Joseph G. Chlebeck	Jos. G. Chlebeck	E. Forsberg	Myers Frattalone	Robert DeBace	612 484-2177
Little Falls	MC	7	K. J. Flolid	James L. Nitchals 73	. . . .	. . . .	Roland Heurung	Clayton Olson	Jerry Fabian	612 632-9271
Luverne§	MC	5	H. L. Smith	R. G. Kirkham 70	R. G. Kirkham	R. G. Kirkham	Curt Maxwell	Chester Bendt	R. G. Kirkham	507 283-2388
Mahtomedi v	MC	3	Jean Dawson 12/74	Hollis Johnson 74	Hollis Johnson	. . . .	Dwayne Klauer	. . . .	Dwayne Sorenson	612 269-6575

Mankato*	CM	31	Vernard E. Lundin 12/74	William A. Bassett 68	Frances Rosevold	Kenneth Oslund-1	Ray Erlandson	Charles D. Alexander	Paul Baker	507 387-3161
Maple Grove v.	MC	6	Richard H. Reimer 12/76	Robert Erickson 73	Gerri Fleming	. . . .	. . . .	Robert Burlingame	Gerald Butcher	612 425-4521
Maplewood v*	CM	25	Robert Bruton 12/77	Michael G. Miller 70	Lucille E. Aurelius	Donald W. Ashworth	Alfred Schadt	Richard W. Schaller	B. D. Collier-4	612 777-8131
Marshall§†	MC	10	Sam Pomrantz	Joseph M. Sills 70	L.W. Mannion	. . . .	Larry Henle	Chet Wiener	Harold Thomasson-5	507 532-5796
Mendota Heights v§	MC	6	Donald L. Huber 12/75	Orvil J. Johnson 72	Gilbert M. Radabaugh	. . . .	Arnold Siebell	Martin J. Baldwin	Bruce A. Levine-5	612 452-1850
Minneapolis§	MC	434	Albert J Hofstede 1/76	Thomas Thompson 68	Lyall Schwarzkopf	Einar Olson	Clarence Nimmerfroh	Jack McCarthy	Clayton Sorenson	612 348-3000
Minnetonka*	CM	36	Jack C. Bailey 1/77	Carsten D. Leikvold 72	Margaret E. Mullen	Dale L. Eggenberger	John DeVeau	Howard Drobny	Donald L. Asmus	612 933-2511
Minnetrista v.	MC	3	Robert F. Hubbard	Robert L Johnson	Robert L. Johnson	Arthur Jaekel	. . . .(6)	Patrick Wilson	Lamont Weiland	612 472-3484
Montevideo*	CM	6	John L. Mills 1/75	Ralph H. Martin 74	Alice I. Denton-2	. . . .	Russell Anderson	Orrin Strommer	Delmont Waters	612 269-6575
Moorhead	MC	30	Dwaine H. Hoberg 12/75	. . . .	Everett B. Lecy	Everett B. Lecy-1	Garfield Anderson	James R. Dickinson	Herbert Reimer	218 236-8211
Mora v.	MC	3	Robert H. Anderson 1/77	. . . .	Jerald E. Nelson	Jerald E. Nelson	Jack Gorham	James Kientop	Archie Gross	612 679-1511
Morris*	CM	5	Chester T. Birch 1/78	Ronald Klaphake 73	Ronald Klaphake	Bonita Carlson-3	Rick Eul	Henry Hull	Robert J. Walker-4	612 589-3141
Mound*	CM	8	Don Ulrick 12/76	Leonard L. Kopp 60	Barbara Heyman	. . . .	Eugene Garvais	Patrick Wilson	Keith Englesby-5	612 472-1155
Mounds View v§	MC	11	Howard Neisen 1/76	. . . .	. . . .	. . . .	. . . .	. . . .	. . . .	612 784-3055
New Brighton v*	CM	20	Gayle C. Bromander 12/75	Thomas F. Lewcock 72	Vernon Pederson	Vernon Pederson	Jerald Frieden	Paul Holmes	James Kleinschmidt	612 633-1533
New Hope v*	CM	23	Edward J. Erickson 12/75	Harlyn G. Larson 73	Betty Pouliot	Larry Watts	Bill Reimer	Jack Morse	William Dupay-5	612 533-1521
New Prague†	MC	3	Jerry Flicek 4/75	. . . .	Wallace Bednar	William Kajer	Raymond	Frank Mach	Melvin Stocker-5	612 758-4401
New Ulm*	CM	13	Carl L. Wyczawski 12/74	Richard D. Salvati 68	Andrew Bastian	Andrew Bastian	L. E. Lowinske	Richard Gulden	Harley Schneider	507 354-5120
Newport v	MC	3	Basil Loveland	. . . .	Jack W. Nadler	Jack W. Nadler	Wesley Danberg	Carroll Boudreau	Tom Cedar-5	612 459-5677
North Mankato*	CM	7	Dave Carlson 12/76	Robert Ringhofer 63	Waldo Swanson-2,3	Waldo Swanson	Jerome Neubert	Dale Broughten	Robert Ringhofer-5	507 387-4141
North St. Paul v*	CM	12	John F. Whisler 12/74	Gerald G. Splinter 69	Herman L. Kottke	Robert Gatti	Louis Wendel	James Crawford	. . . .	612 777-1346
Northfield	MC	10	Graham Kimble 12/74	Peter E. Stolley 74	Evangline Hall	. . . .	John Macheck	Robert Sletton	Larry Turner	507 645-5671
Oakdale v§	MC	7	Herb Vogel 1/76	Dennis S. Zylla 74	. . . .	Randall Winspear	. . . .	Ronald Wagner	. . . .	612 739-5086
Olivia v	MC	3	(not reporting)							612 523-2361
Orono§	MC	7	Robert L. Searles 12/75	. . . .	. . . .	Tom Pietrzak	. . . .	. . . .	Walter R. Benson	612 473-7357
Ortonville.	MC	3	Loren W. Clark	. . . .	Donald E. Geier	. . . .	Robert Barr	Dale Hoxtell	. . . .	612 839-3428
Osseo	MC	3	Victoria Joyner	. . . .	Richard E. Setzler	. . . .	Peter Phenow	Gerald Getchell	Andrew J. Smith	612 425-2624
Owatonna	MC	15	(not reporting)							507 451-4540
Park Rapids v	MC	3	Rodney Bethel 12/75	. . . .	F. Dwaine Ogden	. . . .	Dean Massie	Frank Rezac	. . . .	218 732-3163
Pipestone	MC	5	Wayne Mortensen 4/75	. . . .	Harold E. Lee	. . . .	Jack Keers	Mervin Hartman	. . . .	507 825-3326
Plymouth*	CM	18	Al Hilde, Jr. 12/75	James G. Willis 71	Nell F. Prebich	Lloyd J. Ricker	Francis Bauer	Calvin F. Hawkinson	Sherman L. Goldberg	612 546-3571
Princeton v	MC	3	Richard L. Anderson 12/75	. . . .	Helmer W. Lind	Helmer W. Lind	Carl Neumann	Norris L. Sorenson	Eldon Kobbervig	612 389-2040
Proctor v	MC	3	L. W. McDumott	. . . .	John J. Dardis	Gerald V. Sweetnam	Joseph Jugasek	John Swanson	. . . .	218 628-1717
Red Wing§	MC	10	Demetrius G. Jelatis 5/75	Philip L. Deaton 73	R. B. Tubbesing	. . . .	Walter Engeldinger	Warren Lenway	Dean Massett	612 388-6734
Redwood Falls.	CM	5	Paul Asleson 4/75	David L. Bangasser 73	David L Bangasser	Gordon Valle-3	Phillip Schmidt	Mike Young	Ivan Henning	507 637-3553
Richfield*	CM	47	Loren L. Law 12/75	Wayne Burggraaff 68	Thomas Moran	Thomas J. Moran	. . . .	Thomas A. Morgan Jr.	Peter Eberz-4	612 869-7521
Robbinsdale*	CM	17	James H. McDonald 12/76	George E. DeLay 57	Kenneth Chambers	Floyd A. Olson	Ralph Linderholm	Roland D. Thurman	Reynold Eckstrom	612 537-4534
Rochester§	MC	54	Alex P. Smekta 4/75	Robert W. Freson 74	Carole Grimm	Edward Moline	Orville Mertz	James M. Macken, Jr.	Roger Plumb	507 282-9495
Roseau v	MC	3	N. L. Erickson 1/76	. . . .	Herbert Monsrud-1	J. M. Wilson	Emil Mekash	Paul Knochnmus	. . . .	218 463-1542
Roseville*	CM	35	Gale Linebarger 12/75	James F. Andre 74	James F. Andre	Donald Sholund	Floyd Lecuyer	Raymond Goneau	Charles Honchell	612 484-3371
St. Anthony v*	CM	9	Duane R. Miedtke 12/75	Jerry Dulgar 71	Carol Johnson	Carol Johnson	Monroe Hall	Edwin Brown	Larry Hamer	612 789-8881
St. Cloud§	MC	40	Alcuin G. Loehr 4/76	. . . .	John J. Streitz	Elmer J. Malinen	Louis Foehrenbacher	Nicholas Grams	Sylvester Knapp	612 251-5541
St. James	MC	4	Loren Hurley 1/75	. . . .	Roy Trullinger	Roy Trullinger	Eldon Houde	Don Mickelson	Robert Banks	507 375-3241
St. Louis Park*	CM	49	Frank G. Fleetham Jr.	Chris Cherches 68	Earl E. Hanson	Earl E. Hanson	Omar McGary	Richard Setter	David Rudberg	612 920-3000
St. Paul§†	MC	310	Lawrence D. Cohen	Frank D. Marzitelli 72	Harry Marshall	Robert Trudeau-1,2	Steve F. Conroy	Richard Rowan	Daniel J. Dunford-5	612 298-4012
St. Paul Park v.	MC	6	Millard Axelrod 12/75	Donald E. V. Walker	Donald E. V. Walker	Larry Shaughnessy	Harold Gerry, Jr.	William Cross	Donald E. V. Walker	612 459-9785
St. Peter†	MC	8	Douglas C. Pyan	. . . .	T. L. Hedges	. . . .	Roy Warning	Wayne Lynn	. . . .	507 931-4840
Sauk Centre	MC	4	B. J. Robischon	. . . .	Ferd G. Borgmann	. . . .	Alex Anderson	John J. Hartigan	Ernest Bryant	612 352-3467
Sauk Rapids v.	MC	5	Bernard Gratzek 12/76	Randall Schumacher	Norbert Hollenhorst	. . . .	Emil Kelm	Robert Dollerschell	Harry Scott	612 251-1022
Savage v.	MC	4	Leonard Shafer 12/75	. . . .	Paul H. Haugen	Darrell Smiley	Peter Allen	Richard O'Keefe	. . . .	612 890-1045
Shakopee	MC	7	Ray Foslid 1/76	William E. Fahey	William E. Fahey	Fred Christensen	Harold Ring	R. G. Thielen	Jim Karkanen	612 445-3650
Shoreview v§.	MC	11	William B. Farrell 12/75	. . . .	Barry Brooks	James E. Carufel	Harold Fischer	. . . .(6)	Melvin Houle-5	612 484-3353
Shorewood	MC	4	Jack T. Cooper 12/74	Gary L. Dickson 74	Elsa I. Wiltsey	Elsa I. Wiltsey	. . . .	Dale F. Remus	Jerome W. Studer	612 474-3236
Silver Bay v.	MC	4	Melvin W. Koepke 12/75	. . . .	. . . .	. . . .	. . . .	. . . .	. . . .	218 226-4408
Sleepy Eye	MC	3	C. H. Fering 4/75	. . . .	Edvin V. Treml	. . . .	Chares Moldaschel	Otto W. Klein	. . . .	507 794-3731
South St. Paul.	MC	25	Forrest Frownfelter 4/75	James Cosgrove 68	Charles D. McDermott	Charles D. McDermott	Frank Kosowski	Arne C. Jensen	Thomas McMahon-4	612 451-3226
Spring Lake Park v	MC	6	David A. Ballstadt 12/76	Donald B. Busch	Donald B. Busch-2	Donald B. Busch-2	Ron Fagerstrom	Otto J. Lind	. . . .	612 784-6491
Spring Valley v	MC	3	(not reporting)							507 346-7306
Springfield	MC	3	Don Lindley 3/76	. . . .	P. H. Solyntjes	. . . .	Arnold Hillesheim	Myron Walton	. . . .	507 723-4416
Staples	MC	3	Ernest Weber	. . . .	N. G. Schroeder	. . . .	Leo Fahnlander	H. Michael Carr	. . . .	218 894-2550
Stewartville	MC	3	Harold W. Johnson 12/76	. . . .	Phillip D. Nereson	Gayle W. Stevens	Dick Halvorson	. . . .(6)	. . . .	507 533-8822
Stillwater§	MC	10	William Powell 12/74	Raymond E. Marshall 71	R. E. Marshall	R. E. Marshall	David Chial	Wallace Abrahamson	John Shelton	612 439-6121
Thief River Falls	MC	9	Bob Carlson 12/75	. . . .	Gerald A. Wigness-2	Roger I. Delap	Duane Noel	Ken Froschheiser	John T. Anderson	218 681-2943
Tracy	MC	3	Dennis Deblieck 4/76	. . . .	Kathy A. Ritter	. . . .	Bernard Holm	Brandt Pope	Emil Paul	507 629-3460
Two Harbors	MC	4	David Battaglia 3/75	. . . .	John D. Olsuik	Roger P. Simonson	Robert Sellman	Roy Simonson	Dale Hanson-5	218 834-4386
Vadnais Heights v.	MC	3	Henry J. Tessier Jr. 12/76	. . . .	John E. Paulson	. . . .	Richard L. Pillsbury	. . . .	. . . .	612 429-5343
Virginia	MC	12	J. Edward Pearsall 1/76	. . . .	R. C. Klemetsmo	Greta Ocklind	Anteo Bocchi	Edward Snyder	O. O. Pfutzenreuter	218 741-3890

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
MINNESOTA (152) continued										
Wadena v	MC	5	Robert D. Iken 12/75	Bruce L. Brown 74	Bruce L. Brown	. . . .	Eugene Reger	Richard Hayward	. . . .	218 631-2383
Waite Park v	MC	3	A. J. Ringsmuth 12/75	. . . .	Eileen E. Feneis	Eileen E. Feneis	Norbert Feld	Charles Grafft	H. J. Bartz-5	612 252-6822
Waseca*	CM	7	Carl A. Swanson 11/75	Robert L. Haarman 73	G. B. Torbert	Robert McGuire	Marion Cunningham	Earl Halleck	Orlin Ortloff	507 835-3840
Wayzata*	CM	4	Dean Kleinschmidt 12/74	Larry Thompson 68	Larry Thompson	Daniel Faust	Cliff Fadden	Arnold Vodegel	Paul Cichy-5	612 473-0234
Wells v	MC	3	Gunnar Frey 12/75	. . . .	Donald Berger	Donald Berger-3	George Nelson	Orville Linde	Lloyd Hultgren	507 553-5823
West St. Paul*	CM	19	E. C. Meisinger, Jr. 1/75	Thomas A. Hoban 72	Sarah M. Prieve	Thomas F. Wallraff	Donald E. Hove	Russell J. Scheibel	Philip A. Stefaniak-4	612 455-9671
White Bear Lake*	CM	23	Dean Fenner 3/76	G. Steve Bernard 67	Melvin Lorentz	Melvin Lorentz	Gordon Vadnais	Scott Kline	Robert A. Thene	612 429-5367
Willmar	MC	13	Jack Lynch 12/74	. . . .	Richard C. Hoglund	Lawrence Haats	Frank Chapin	Lyle Goeddertz	Verne Carlson-4	612 235-4913
Windom	MC	4	Wesley Lee 12/74	. . . .	T. N. Weeks	T. N. Weeks	John Paulson	Elton Wagner	. . . .	507 831-2363
Winona*	CM	26	Norman E. Indall 12/75	D. R. Sollenberger 74	John S. Carter	Darrel R. Johnson	Ervin Laufenburger	R. M. Carstenbrock	Robert J. Bollant	507 452-9033
Woodbury v	MC	6	Orville M. Bielenberg	. . . .	William R. Krueger	. . . .	Edward Cowley	Forbes Martinson	Howard C. Radke-5	612 739-5972
Worthington	MC	10	Ray F. Schisler 4/75	. . . .	R. C. Werner	. . . .	James Pearson	M. D. Rotschafer	Dennis Palmer-4	507 376-3161
MISSISSIPPI (77)										
Aberdeen	MC	6	William Tisdale 5/76	. . . .	Charles C. Johnson-3	. . . .	B. C. Easter, Sr.	Richard Joseph	Ralph Byars	601 369-8588
Amory†	MC	7	Billy D. Glasgow 7/77	. . . .	Robert R. Lantrip-2	. . . .	Earl Frye, Jr.	Carl Edward West	Roy Ausbon	601 256-5721
Batesville t	MC	4	F. G. Craig	. . . .	Barbara L. Broome	. . . .	Larry Fisher	Walter G. Murphree	. . . .	601 563-3131
Bay St. Louis	CO	7	Warren J. Carver 7/77	. . . .	Lucien W. Kidd	Clarence M. Ladner	Richard Fayard	Wm. P. Carbonette	Lucien W. Kidd	601 467-9092
Belzoni	MC	3	S. L. Reed 7/77	. . . .	Roy H. Watson	. . . .	Grady O'Neal Sanders	Romey Jones	James Gregory	601 247-1343
Biloxi	CO	48	Jeremiah J. O'Keefe 7/77	. . . .	F. Barhanovich-1,2	F. Barhanovich-1,2	John Poulos	Lester Thompson	A. H. Patterson-5	601 432-7862
Booneville t	MC	6	Charles Steen 6/77	. . . .	O. J. Robertson	. . . .	Frank Fleming	W. W. Stacy	. . . .	601 728-6810
Brandon t	MC	3	Marion Overby 7/77	W. D. Howard	Pat Goodwin	. . . .	James Ryals, Jr.	Cliff Boggan	. . . .	601 825-5021
Brookhaven	MC	11	Houston Case 7/77	. . . .	Irene H. Byrne	. . . .	Robert Paul Sartin	L. J. McBride	James Griffin	601 833-2362
Canton	MC	11	Harry S. Baldwin 7/77	. . . .	Georgie L. Cobb	Georgie Cobb	W. Evans Hart	Sam W. Leddy	Frank Frazier	601 859-4331
Carthage t	MC	3	Solon Mulholland 1/75	. . . .	Ann Hogue	J. M. Speed	R. B. White	Walter Kimble	Leroy Allen	601 267-9666
Charleston	CO	3	M. L. Pritchard 7/76	. . . .	Eleanor Worsham	Diane Stanford	Thomas A. Cole	Marion E. Fulks	. . . .	601 647-8611
Clarksdale	CO	22	Joseph D. Nosef, Jr. 7/77	. . . .	H. G. Howell, Jr.-1	H. G. Howell, Jr.	Charles Neal	L. M. Collins	Jim Wanamaker	601 624-8820
Cleveland	MC	13	Martin T. King, Jr.	. . . .	Mrs. Luper Cole-2	Mrs. Luper Cole	Leslie Walker	Charles R. Mosely	Lavell Hendrix	601 846-1471
Clinton t	MC	7	Charles G. Blass 7/77	. . . .	Joe H. Price	Joe H. Price	Dave Callahan, Jr.	Jimmy Dukes	. . . .	601 924-5462
Columbia	MC	8	George Newman 7/77	. . . .	D. E. Crawley-1,2,3	D. E. Crawley-1,2,3	J. D. Saulters	Joe Sanders	M. H. Forbes-5	601 736-8201
Columbus	MC	26	James Trotter 7/77	. . . .	A. Y. Lipsey	A. Y. Lipsey	Hugh W. Mann	Charlie M. Watkins	M. P. Sartin	601 328-7021
Corinth	MC	12	John D. Mercier 10/78	. . . .	A. Luke Wood-2	A. Luke Wood	R. C. Stevenson	Fisher Watkins	. . . .	601 286-6644
Crystal Springs	MC	4	(not reporting)							601 892-3871
Drew t	MC	3	W. O. Williford 7/77	W. O. Williford	Frankye Manning	. . . .	Raymond Stevens	J. D. Fleming	Jim Owen	601 745-8556
Durant t	MC	3	C. H. Blanton, Jr. 7/77	. . . .	Sally A. Brock-2	. . . .	R. E. Irby, Jr.	Robert E. Mayo	Billy J. Binegar-5	601 653-3221
Ellisville	MC	5	O. R. Anderson 7/77	. . . .	Lenora Roberts-3	Lenora Roberts	Harold Hardee	James E. Polson	Ernest P. Todd	601 477-3323
Forest	MC	4	G. B. Beard 6/77	Horace Crosby, Jr. 61	Mrs. Bobbie Rester-3	Mrs. B. S. Rester-2	A. A. Mills	B. C. Clark	Horace Crosby, Jr.	601 469-2921
Fulton t	MC	3	H. D. McGee 7/77	. . . .	Betty Pearson-2	. . . .	V. H. Pate, Jr.	Leburn Crane	. . . .	601 862-4929
Greenville	MC	40	Patrick A. Dunne 12/75	Patrick A. Dunne	C. L. Lancaster-2	C. L. Lancaster	Kenneth Johnson	Tom Nance	J. Teunisson, Jr.-4	601 335-2361
Greenwood	MC	22	Clay Ewing 7/77	. . . .	Olene Lary	Clay Ewing	Robert V. Teal, Jr.	Curtis Lary	Frank W. Jones-4,5	601 453-7412
Grenada*	CM	10	J. D. Quinn 5/76	Francis W. Criss, Jr. 72	Albert Clarke, Jr.	. . . .	John A. Chapius	C. H. Lovorn	Ben G. Sanders-5	601 226-2343
Gulfport	CO	41	C. L. Bullock 7/77	. . . .	Charles L. Walker-2	Charles L. Walker	Jack Lloyd	Craig Monroe	Alvin Savarese	601 864-1171
Hattiesburg	CO	38	A. L. Gerrard, Jr. 7/77	. . . .	James D. Faughn	J. L. Barron	Dewey Hatten	Hugh W. Herring	G. D. Williamson-5	601 584-8431
Hazlehurst	MC	5	Paul Kemp 6/77	Betty Keywood	Betty Keywood	Paul Kemp	Willie Smith	Kenneth McLendon	F. W. Massa	601 894-3131
Hernando t	MC	2	Eb Winston Smith 6/77	. . . .	Hughleen W. Tippitt	Hughleen W. Tippitt	Charles B. Word	. . . .	John Clifton Smith-5	601 368-6605
Hollandale	MC	3	J. W. Fore 77	. . . .	Jimmy Ramsey	J. W. Fore	H. L. Tyler	H. G. Shaw	H. L. Tyler	601 827-2553
Holly Springs	MC	6	Sam D. Coopwood 7/77	. . . .	W. W. Newson	W. W. Newson	Robert Fant	Freddie Autry	Walter Paschal	601 252-4411
Houston	MC	3	Harry G. Robinson 6/77	. . . .	Joyce Sullivan-1,3	Joyce Sullivan-2	Doyle Davis	Roy P. Davis	. . . .	601 456-2328
Indianola†	MC	9	D. L. Cole	. . . .	W. E. Felts-2	. . . .	Ford Williams	W. I. Hollowell	C. J. Vanlandingham-5	601 887-3103
Jackson†	CO	154	Russell C. Davis 7/77	. . . .	Evelyn Ballard	Leonard V. Lockley	Jerry B. Black	Lavell Tullos	Frank Stewart-5	601 948-5351
Kosciusko	MC	7	Doty Jackson 7/77	. . . .	Inez F. Nowell	. . . .	Wayne Rawson	Wesley Kuykendall	Willie Goss	601 289-1226
Laurel	CO	24	Wm. L. Patrick, Jr. 7/77	. . . .	Jolyn Sellers	Jolyn Sellers	Thomas W. Pickering	Herman L. Aycock	Paul L. James	601 428-0591
Leland	MC	6	Louis D. Munn 7/77	. . . .	Shirley H. Morlino	. . . .	. . . .	. . . .	. . . .	601 686-7145
Lexington	MC	3	J. W. Moses 7/77	. . . .	Lee Meek	J. F. Hughes	. . . .	J. B. Strawbridge	James Keith-5	601 834-1261
Long Beach	MC	6	W. D. Simmons 6/77	. . . .	Geo. G. Howard	W. A. Maxwell	Geo. P. Clegg	Harry Kaletsch	Sal Giuffria	601 863-1554
Louisville	MC	7	(not reporting)							601 773-9201
McComb	MC	12	(not reporting)							601 684-3641
Macon	MC	3	(not reporting)							601 726-5816
Magee ††	MC	3	George D. Runnels 7/77	. . . .	. . . .	. . . .	. . . .	. . . .	. . . .	601 849-3344

Marks t . . . . MC	3	William R. Jackson 6/77	. . . .	L. Fred Vincent	. . . .	B. G. Barringer, Jr.	. . . .	H. C. Langford	601 326-3161
Meridian* . . . . CM	45	Tom Stuart 6/77	Joel W. Forrester 59	B. P. Cochran	B. P. Cochran-2	J. W. Reynolds	T. L. Miller	J. L. Garrett-4,5	601 693-1820
Moorhead t* . . . . CM	2	Steve Oswalt 6/77	J. M. McDaniel 74	Gloria Roberts	J. M. McDaniel	Earl McCraney	Carl Lindsey	J. M. McDaniel	601 246-3241
Moss Point . . . . MC	19	Philip W. Watts	. . . .	D. V. Coleman	. . . .	A. V. Holmberg	Charles Barber	Henry N. Bosarge	601 475-4851
Natchez. . . . . MC	20	Tony Bryne 7/76	. . . .	Martha B. Brown	Martha B. Brown	George Cummings	J. T. Robinson	E. M. Stiles-4	601 446-6641
New Albany. . . . . MC	6	(not reporting)							601 534-5050
Newton . . . . MC	4	. . . .	. . . .	W. H. Bassett	W. H. Bassett	James Alford	P. K. Wilson	James P. Bonner	601 683-6181
Ocean Springs . . . . MC	10	T. L. Stennis 6/77	. . . .	Ernest Tue	. . . .	James A. Murray	Matt Cox	Mark Seymour	601 875-4236
Okolona. . . . . MC	3	Billy Whitlock	. . . .	Rubye Jolly	. . . .	Luther Morgan	Travis Sullivan	. . . .	601 447-5551
Oxford. . . . . MC	14	John O. Leslie 7/77	. . . .	. . . .	. . . .	W. G. Whitehead	Billy White	John R. Smith-4,5	601 234-1961
Pascagoula* . . . . CM	27	Vincent P. Ros 7/77	Neil F. Michaelson 74	Leona K. McGinty	. . . .	Robert E. Pierce	Owen Davis	James T. Jamison-4	601 762-1020
Pass Christian . . . . MC	3	Steven R. Saucier 6/77	. . . .	Ione A. Russell	Ione A. Russell	George Mixon	Gerald Peralta	James Welch	601 452-2626
Philadelphia . . . . MC	6	Allan King 7/77	. . . .	Mrs. Zell Dearing	. . . .	W. G. Brunson	Fulton Jackson	. . . .	601 656-3612
Picayune* . . . . CM	10	S. G. Thigpen, Jr. 7/77	A. L. Franklin 73	C. M. Grice	C. M. Grice	C. D. Crocker	Kenneth Bounds	P. E. Henley	601 798-2789
Pontotoc . . . . MC	3	Howard Stafford 77	. . . .	Wright Hattox	. . . .	Lane Lemons	Frankie Daniels	. . . .	601 489-4321
Port Gibson t. . . . . MC	3	(not reporting)							601 437-4234
Quitman t† . . . . MC	3	Harold Akins 77	. . . .	Lynda Sue Doggett	. . . .	Gaylon B. Hubbert	Billy R. Kemp	Harvey Underwood	601 776-6461
Ripley . . . . MC	3	(not reporting)							601 837-7154
Rosedale . . . . MC	3	M. J. Dattel 12/74	. . . .	Elizabeth C. Lewis	. . . .	John W. Brister	Louis P. Baker	. . . .	601 759-6411
Senatobia t . . . . MC	4	J. R. Johnson 7/77	. . . .	D. O. Miller	. . . .	Cecil G. Warren	Fred Sanders	. . . .	601 562-4474
Shaw t. . . . . MC	3	Davis V. Burns 7/77	. . . .	Barbara Ann Curry	. . . .	Jessie Holbrook	Harl C. Crowe	Johnny D. Henley	601 754-3131
Shelby. . . . . MC	3	(not reporting)							601 398-2441
Starkville. . . . . MC	11	Henry P. Davis, Jr. 7/77	. . . .	Lena P. Scurria-2	. . . .	E. W. Turner	Boyce C. Shook	John T. Coleman	601 323-4813
Tupelo. . . . . MC	20	Clyde E. Whitaker 7/77	. . . .	Milton Temple	. . . .	Grady Pannell	Ed Crider	Roy Kelly	601 842-1784
Vicksburg . . . . CO	25	Nat W. Bullard 7/77	. . . .	Marie Pantoliano	Nat W. Bullard	T. M. Beard, Sr.	Marion Brown	G. H. Van Norman	601 636-3411
Water Valley . . . . MC	3	J. Watson Hunt 6/77	. . . .	Lawrence E. Cox-2	. . . .	Billy F. Humphreys	James C. Pierce	. . . .	601 473-2431
Waveland t . . . . MC	3	John Longo, Jr. 12/74	. . . .	Barbara Rappold-2	Barbara Rappold-2	Kenneth Fayard	Fred J. Bourgeois, Sr	John Longo, Jr.	601 467-6301
Waynesboro t . . . . MC	4	(not reporting)							601 735-2761
West Point . . . . MC	9	Kenneth D. Dill	. . . .	J. Wayne Campbell-3	. . . .	Erle Cunningham	Billy M. Busby	James Phelps-5	601 494-5225
Wiggins t . . . . MC	3	Edward Hall	. . . .	Ms. Billie Hatten	. . . .	R. J. Watts, Jr.	Joel A. Simpson	Homer Pettis	601 928-7221
Winona . . . . MC	6	Gary Moore 6/77	. . . .	Jean Nail	Jean Nail	M. Guy Trotter	T. J. Herod, Jr.	. . . .	601 283-1232
Yazoo City. . . . . MC	11	Floyd E. Johnson 3/78	. . . .	Albert W. Evans	Albert W. Evans	Kenneth Woodard	Odis Wilkinson	David Street	601 746-1401

MISSOURI (159)

Aurora* . . . . CM	5	Max Solomon 4/75	James Butts 69	Dorothy E. Munson	James Butts	Johnny Mills	Mike Turk	Glen Hedrick-5	417 678-4101
Ava . . . . MC	3	James Bud Norman 4/75	. . . .	Charlean S. Barnes	. . . .	Leo Lisby	E. C. Henson	. . . .	417 683-5516
Ballwin . . . . MC	11	R. Jon Bopp 4/75	. . . .	Nancy A. Stelzleni	Robert T. Ferris-3	. . . .	Donald J. Loehr	John F. Welch, Jr.	314 227-8580
Bel-Ridge v . . . . MC	6	R. G. Lusch 4/75	. . . .	Dorothy M. Bolbecher	. . . .	. . . .(6)	Peter Lubina	Carl Havermann	314 429-2878
Bellefontaine Neighbors . . . MC	14	Raymond S. Zielinski	. . . .	Virginia Guyot	Kenneth J. Marischen	. . . .(6)	Allen S. Puruett	Frank W. Kurz	314 867-0078
Belton* . . . . CM	10	J.Wayne Willey 4/75	Arnold E. Davis 66	Arnold E. Davis-2	Arnold E. Davis-2	Kirt Denkler	John Blum	Elmer McKinley	816 331-4331
Berkeley*. . . . . CM	20	Ronald D. Taylor 4/76	Rance S. Makuch 70	Eva Lee Monroe	Albert B. Winkler	Elmer M. Klein	Robert Woerther	Leland Spotswood-4	314 524-3313
Bethany. . . . . MC	3	(not reporting)							816 425-3511
Blue Springs† . . . . MC	7	Dale Baumgardner	. . . .	Jane A. Porter-1,2	. . . .	Phil J. Hahn	Howard L. Brown	Ralph W. Shippy-5	816 229-3283
Bolivar. . . . . MC	5	Joe L. Lemmon 4/75	. . . .	Baxter Lightfoot	. . . .	Bob Curry	Chas. A. Flett	John Playter	417 326-5241
Bonne Terre*. . . . . CM	4	Robert M. Blackwell 4/77	Gayle Blackwell	Lucille L. Cbiteser	. . . .	Zeno L. Carrow	James D. Hickman	Zeno L. Carrow	314 358-2254
Boonville* . . . . CM	8	Charles R. Persinger 4/78	Robert L. Kakac 74	Peggy Geiger	. . . .	Harold Boehm	Irvin Drew	Edward Malter	816 882-2332
Bowling Green . . . . MC	3	Raymond R. Dowell 4/76	. . . .	Cathryn Jones	Joe B. Bryant	Orson Butters	Jack L. Floyd	Jack G. Haley	314 324-5451
Breckenridge Hills v . . . . . . MC	7	Archie T. Ledbetter 4/75	. . . .	Holston E. Black	Ray D. Kolley	. . . .	Donald J. Sweeney	Lee Roy Taylor	314 427-6868
Brentwood . . . . MC	11	Edward T. Wright 4/75	E. R. Michener	E. R. Michener	E. R. Michener	Robert E. Watts	P. Giacopelli	H. Strassner	314 962-4800
Bridgeton . . . . MC	20	Harold C. McGinnis 4/75	. . . .	Mary E. Oellermann	. . . .	. . . .(6)	George Krelo	James Dowdy	314 731-0962
Brookfield*† . . . . CM	5	William Kennedy	Jeffery L. Moon 73	Avis D. Repp	Jeffery L. Moon	Walter Gordon, Jr.	Elmer Bloss	Robert Lindsey	816 258-3377
Butler . . . . MC	4	(not reporting)							816 679-4182
California. . . . . MC	3	(not reporting)							314 796-2151
Cameron* . . . . CM	4	Roy Eagan 4/75	Erwin E. Nelson 65	Lucille Osborn	Lucille Osborn	Glen Sherman	Richard DeFreece	David Mallen	816 632-2177
Canton . . . . MC	3	L.C. Baily 4/75	. . . .	Helen Hoffman	Downing Glover	Donnie Burke	Walter Hendrickson	. . . .	314 288-3136
Cape Girardeau* . . . . CM	31	Howard C. Tooke	W.G. Lawley 70	Verna L. Landis	Mae Miller-1	Charles M. Mills	Irvin Beard	L.W. McDowell-5	314 334-1212
Carrollton . . . . MC	5	Jack Mathis 4/75	. . . .	Mildred Porterfield	. . . .	Donnie Pence	Robert Watson	Douglas Shields	816 542-0790
Carthage . . . . MC	11	Byron C. Hallam 4/78	. . . .	Doris Johnson	Doris Johnson	Clyde O. Long	James E. Turner	John C. Woody	417 358-3440
Caruthersville*. . . . . CM	7	B. F. Rogers	. . . .	Carolyn Fisher	. . . .	Frank Morgan	E. R. Stone	Champ Clark	314 333-2142
Centralia . . . . MC	4	Paul D. Sturgeon 4/75	Howard R. Burton 61	Ruby McDonald	. . . .	Burton K. Knowles	Lee S. Bryson	Robert L. Hagerty-4	314 682-2139
Chaffee . . . . MC	3	Sara A. Wehmeyer 4/75	. . . .	Patricia Andreozzi	. . . .	Bill Hagan	Jimmy Dale Coats	Raymond Rowell	314 887-3558
Charleston*. . . . . CM	5	P. J. Ponder, Jr. 4/75	Willis A. Downs 74	Velna Brown	Gail B. Davis	Joe M. Johnson	Robert Ritchey	Harley L. Wright	314 683-3325
Chillicothe† . . . . MC	10	Ralph L. Moore 5/75	. . . .	Randy Howes	. . . .	Merle Hatfield	Richard Sperry	Keith Beardmore	816 646-1877
Clayton* . . . . CM	16	James C. Laflin 4/75	Clifford R. James 65	Carol D. Manchester	John T. Vinson	Joseph J. Morgan	Michael M. Broser	E. J. Petersen, Jr.-4	314 727-8100
Clinton . . . . MC	8	Joseph T. Price 4/78	. . . .	Ruth Barbee	. . . .	Don L. Lucas	Wendell Richards	Walter S. Davison-4	816 885-3641
Columbia*. . . . . CM	59	Tom R. Anderson 4/75	Terry L. Novak 74	Glenn Wood	E. Daniel Cloud, III	Dean Holland	Paul B. Cheavens	Raymond A. Beck	314 442-0161
Crestwood§. . . . . MC	15	Robert E. Murray 4/76	Dale E. Rieth 72	Claire L. Beger	Nabil Loka	William J. Kramer	Melvin P. Loyd	Donald B. Ulmer	314 966-4700

Directory 1/9 continued MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
MISSOURI (159) continued										
Creve Coeur	MC	9	Harold L. Dielmann 4/76	....	LaVerne Collins	Lester Seasongood	....	Robert Meier	....	314 432-6000
Crystal City	MC	4	Charles A. Jarnagin 4/78	Terry M. Yesberg	Lenno B. Burks	....	Tony Picarella	Ernest Carr	....	314 937-4614
De Soto*	CM	6	Frederick E. Queen	....	Arlene Drew	Evelyn Lewis	Ivan Gibson	Lloyd Davis	....	314 586-3326
Dellwood	MC	7	W. Scott Pollard 4/75	....	Cecelia M. Kilroy	....	....	Alfred H. Alberda	....	314 521-4339
Des Peres§	MC	5	Robert A. Heimsch 4/76	Frederick Siems, Jr. 73	Ethel Stoff	Frederick Siems, Jr.	Edward Daniel	Edward Daniel	Raymond Klamert	314 966-4600
Desloge	MC	3	Russell Tiefenauer 4/75	....	Shirley Williford	C. E. Brightwell	Kenneth Hawkins	David A. Tripp	John Miller	314 431-3700
Dexter	MC	6	Willis Conner	....	George McCracken	....	Alphonse H. Banken	Kenneth Tippen	....	314 624-2547
East Prairie*	CM	3	Lawanda Douglas	....	W. K. DeField	W. K. DeField	Frank King	Jake Abner	....	314 649-3511
Eldon	MC	4	(not reporting)							314 392-4581
Eldorado Springs	MC	3	(not reporting)							417 876-2314
Ellisville†	MC	5	Patrick E. Payne	....	Helen M. Smith	Victor Reinke	....	Jack Gibbons	James W. Merkle	314 227-9660
Excelsior Springs*	CM	9	Donald H. Hoagland 4/75	Robert E. Campbell 72	Dan Wilson	Dan Wilson	Gene Swearingen	John D. Erskine	M.L. Trotter	816 637-2104
Farmington	MC	7	Floyd F. Hager	....	Norma Williams	....	John Pigg	Leslie Jones	....	314 756-4413
Fayette	MC	4	Dwayne J. Peters 4/76	....	Pearl Potter	....	Robert L. Kenepp	Norris Dean Clayton	....	816 248-3154
Ferguson*	CM	29	Charles H. Grimm 4/76	James D. Arnold 65	Mary Jo Henckler	James D. Arnold	Russell Stelljes	Eston Randolph	Don Grimm-4	314 521-7721
Festus†	MC	8	Jack K. Manley 4/75	....	Henry Speidel	....	Herbert Besand	Walter Lewis	Lee R. Luke	314 937-4111
Flat River*	CM	5	Robert Fowler 4/75	James R. Dismuke 72	Katherine Holley	....	Jim Murphy	Curtis Thurmond	Austin Spray	314 431-3577
Florissant	MC	66	James J. Eagan 4/75	....	Rosemary Davison	James May	....(6)	Milton C. Vogel	Joseph Kiefer	314 921-5700
Fredericktown	MC	4	Maurice Graham 4/76	....	Madge Strange	....	Darryl Asher	Ed Conrad	C.T. Rollens	314 783-3683
Frontenac	MC	4	(not reporting)							314 994-3200
Fulton	MC	12	William C. Murphy 4/78	....	Evelyn Hopkins	Evelyn Hopkins	Dee Ragan	W. W. Lewis	John E. Bates	314 642-2419
Gladstone*	CM	23	Jack McCausland 4/75	David H. Olson 69	Judith F. Hennessy	Lee Meyer	John R. Mullenix	George J. Moffitt	David Anderson	816 436-2200
Glendale§	MC	7	K. Cramer Lewis 4/75	Philip F. Brown 70	Margaret Barham	Philip F. Brown	Ewart Ash	Cecil Livesay	Philip F. Brown	314 965-3600
Grandview*	CM	17	Gary E. Martinette 4/75	....	Ruth D. Kirkwood	....	O. Glenn Johnson	Robert T. Williams	James M. Davis, III	816 763-3900
Hannibal	MC	19	Bernard Williams 5/75	....	Lillian M. Herman	....	Thomas D. McLaughlin	J. Franklin Neff	Warren Barrett-4	314 221-6347
Harrisonville*	CM	5	M. O. Raine 4/75	....	Verda B. Day	Verda B. Day	G. M. Allen	William H. Davis, Jr.	David G. Wilhite	816 884-3285
Hayti	MC	4	Fred H. Chaffin 4/75	....	Janet M. Russell	Phil Bowen	Bob Bivens	Kermit N. Ledbetter	Leonard Plunkett	314 359-0632
Hazelwood*	CM	14	Edward J. Ward 4/76	Robert C. Liden 71	Norma Caldwell	Robert C. Liden	Emile Frossard	Robert Shockey	Charles Feldman	314 731-1715
Hermann	MC	3	(not reporting)							314 486-5953
Higginsville	MC	4	(not reporting)							816 584-2106
Hillsdale v	MC	3	(not reporting)							314 381-0288
Independence*	CM	112	Richard A. King	Lyle W. Alberg 68	Bruce Lowrey	Robert Kinney	Willard Swoffer	Lawrence L. Cook	William Gore	816 836-8300
Jackson§†	MC	6	Carlton G. Meyer	Carl Talley 72	Hubert Seabaugh	....	Vernon Ladreiter	David Gellatly	....	314 243-3568
Jefferson City	MC	32	John G. Christy 4/75	....	Margaret Christian	....	Vincent Willmeno	Claude Short	Edwin Rackers, Jr.	314 635-1411
Jennings	MC	19	Thomas J. Flynn, Jr. 4/75	....	Edna M. Yowell	Jack Bange-3	Al Wiese	A. T. Zlotopolski	Walter K. Knickmeyer	314 388-1164
Joplin*	CM	39	Lena G. Beal 4/76	Robert E. Metzinger 68	Daisy Royal	Buel Fisher-2	Dwight Vaughn	Bernard J. Kakuske	R. M. Salmon-4	417 624-0820
Kansas City*	CM	507	Chas. B. Wheeler, Jr. 4/75	Robert A. Kipp 74	E. Richard Brenneman	John M. Urie	Frank H. Spink	Joseph D. McNamara	Myron D. Calkins	816 274-2000
Kennett	MC	10	Harry E. Goddard 4/75	....	Maurice Olds	Ernie Simer	Bill McMahon	Ed. Fuller	Max Veltzen	314 888-9001
Kinloch	MC	6	(not reporting)							314 521-3333
Kirksville*	CM	16	Glenn H. Estes 4/75	Richard A. Martin 73	Royal R. Kimmel	Cecil Darr	Clarence Babcock	Wayne Martin	William M. Guthrie	816 665-7792
Kirkwood§	MC	32	Philip Hallof, Jr. 4/76	Max A. Durbin 69	Max A. Durbin	Donald Vahey-3	Willie B. Thompson	Daniel B. Linza	Lawrence Gnojewski-4	314 822-8200
Ladue	MC	10	Richard D. Shelton	....	Vincent E. Komor	James W. Clark	Leroy M. Wiott	Kenneth A. Krueger	....	314 993-3439
Lake Winnebago v	CM	..	Robert Smith 4/75	Hollis E. Miller	Hollis E. Miller	Clarence E. Salzer	Don Sadler	Larry Reynolds	Chester Curtis	816 537-6778
Lamar	MC	4	G. W. Gilkey 4/75	J. A. Roberts	Curtis Bonney	J. A. Roberts	Bill Rawlings	Edward Deaner	J. A. Roberts	417 682-5554
Lebanon	MC	9	Wallace C. Earp 4/76	....	Jane Yates	Joe Draper	Charles Bailey	Don Allen	Wallace C. Earp	417 532-2157
Lees Summit§	MC	16	W.R. McKee 4/76	D. John Edwards 70	Helen Lowrey	Zane Burleson	Kenneth H. Wright, Jr	Oliver C. Roberts	Thomas Christopher	816 524-3500
Lexington	MC	5	James A. Hensevelt	....	Dorothy Stapleton	....	John Magnuson, Jr.	Wm. O. Shurmantine	....	816 259-4633
Liberty§	MC	14	Wesley M. Smith 4/75	Charles Anderson 72	Jacklyn Rapp	Charles Anderson	George H. Eaton	Clifton E. Collins	....	816 781-7100
Louisiana	MC	5	Tom Wallace 4/78	....	Jane A. Ray	Naomi Flaherty	Jerry Powell	Shelby L. Ward	Robert M. Stephens	314 754-4132
Macon	MC	5	Roy W. Kisor 5/78	....	Gerald D. Maloney	Gerald D. Maloney	L. B. Burse, Jr.	Alphus G. Richmond	E. Earl Switzer	816 385-3173
Malden	MC	5	Sparrel W. Davis 4/77	....	Roscoe E. Thornton	Roscoe E. Thornton	J. D. Wagster	D. W. McMillian	Amos Santie	314 276-4502
Manchester v	MC	5	(not reporting)							314 227-5423
Maplewood	MC	13	Josep J. Hammes 3/77	....	Clarabelle Bridwell	Harold H. Kretchmar	Mervin Feick	Carl E. Porter	James W. Counts	314 645-3600
Marceline*	CM	3	Alan Haynes 4/75	Jack H. Gruber 73	Tom Stanley	....	Alden Boley	W.A. Willis	Clyde Owings	816 376-2528
Marshall	MC	12	Gerald Leach 4/75	....	Shirley Martin	Shirley Martin	Earl Landreth	Gerald Stone	Hubert Hinton	816 886-2226
Marshfield	MC	3	Claude E. Lewis 4/76	Michael Cunningham 74	....	....	Wayne Pinnkett	Melvin Koski	J.E. Jones	417 468-2310
Maryville*	CM	10	John D. Ellis 4/75	David E. Warren 70	Mrs. Harold Gingrich	Francis J. Henggeler	Clifford G. Dotson	Clifford G. Dotson	Thomas C. Coates-4	816 582-8121
Mexico*	CM	12	Herman O. Tolson 4/75	J. Neil Nielsen 66	Sheryl Ligon	....	Donald J. Bolli	Donald J. Bolli	....	314 581-2100
Moberly*	CM	13	Charles W. Carter	Paul J. Walker 71	R.W. Daly-2	R.W. Daly-2	T.L. Willis	James B. Lebermann	Ron Wilson	816 263-4420

Moline Acres	MC	4	Henry A. Manson, Jr. 75	....	Vessie Marske	....	....	Anthony A. Hanebrink	....	314 868-2433
Monett	MC	6	F. P. Sizer 4/76	....	Doris Meyer-3	Albert McIntyre	O. S. Kennedy	E. C. Smith	Harlan Barekman	417 235-3763
Mount Vernon	MC	3	W.F. Turk 5/76	....	Mary Walker	....	Paul Schmidtke	Walter Pendleton	....	417 466-2122
Mountain Grove	MC	3	J. F. Nelson 4/75	....	Ople V. Bock	A. E. Wood-3	Chester Hopkins	Bennie Fullington	Wade Wyatt-4,5	417 926-5784
Neosho*	CM	8	R. A. Haas 4/76	LeRoy Schantz 74	Adele Martin-3	Ralph Phillips	Elmer Houck	George Kelly	H. H. Tracy-5	417 451-1921
Nevada*	CM	10	E. E. Gebhardt 4/75	Lloyd V. Harrell	Joyce Knoderer	Lloyd V. Harrell	Donald Cox	Stan Spadoni	Dick Plastino	417 667-7894
New Madrid	MC	3	James H. Cravens	Donald G. Lloyd 72	Pauline K. Allen	....	L.H. Recker	O.E. Householder	....	314 748-2458
Normandy t	MC	6	Arnold L. Totter 4/75	Douglas J. Harms	Douglas J. Harms	Vera Sheridan	....	David Farquharson	Edward L. Georgen	314 385-3300
North Kansas City§	MC	6	Kelsey Short 4/77	Paul Sparks 73	Bonnie Harlin	....	Clifton Fitzpatrick	Gerald Livingston	....	816 471-3030
Northwoods	MC	5	Vernon L. Meckfessel 4/75	John P. McDonald 73	Loretta Bewig	Chas Sivadie, Jr-2	....(6)	Donald A. McDonald	O.E. Tinsley-5	314 385-8000
O'Fallon	MC	7	Delbert C. Peters 4/75	....	Orville J. Maher	Orville J. Maher	Arthur Steiner	Irvin A. Stephens	Emil J. Ohmes-5	314 272-6244
Odessa	MC	3	(not reporting)							816 633-4232
Olivette*	CM	9	Norman A. Selner	Vernon G. Boxell 63	Abe Ehrlich	....	Joseph Fitzmaurice	Robert D. Cole	Kenneth Rohan	314 993-0444
Overland	MC	25	Norman A. Myers 4/76	....	Dorothy L. Miller	Dorothy L. Miller-3	John J. Gertken	Ray F. Poeschel	Robert B. Brooks, Jr.	314 428-4321
Pacific	MC	3	Jack T. Mckinney 4/76	James R. Dunn 74	Ann Henderson	H.E. Threlkeld	John Hartman	James A. Ray	James R. Dunn	314 257-2266
Pagedale	MC	6	William D. Speiser 4/76	....	Carl Mandacina	Alberta Brown	....	Milton A. Lang	C. C. Wirts	314 726-1200
Palmyra	MC	3	L.A. Wellman 5/75	....	Donald Bestman	....	Ed J. Schaefer	R. Chamberlain, Jr.	William Huffman	314 769-2223
Perryville	MC	5	(not reporting)							314 547-4574
Pine Lawn†	MC	6	Robert J. Clancy 4/75	....	Frank J. Michalski	Frank J. Michalski	....	Donald J. Groves	Steve Marre	314 261-5500
Pleasant Hill	MC	3	(not reporting)							816 987-3135
Poplar Bluff*	CM	17	Denny Lanning	David H. Pence 69	Harlo J. Dunn	Harlo Dunn	J. E. Farris	William Pierce	....	314 785-7474
Portageville	MC	3	(not reporting)							314 379-3524
Potosi	MC	3	Donnie Barton	....	Stephen Cresswell	Donnie Barton	....	Roy Logsden	Donnie Barton	314 438-2767
Raytown	MC	34	Willard H. Ross 4/75	....	Dale Moore	Dale Moore	Marion Ellers	Marion P. Beeler	Richard B. Winner	816 353-4644
Richmond	MC	5	(not reporting)							816 776-3540
Richmond Heights	CO	14	Richard F. Provaznik 4/76	....	A. Benoist Riley	G.V. Jerry Flynn	Harry E. Roff	Ralph R. Anderson	Chas. F. Sargent	314 645-3000
Riverview v	MC	4	Wayne Bueckendorf 4/75	....	William T. Carraway	Theodore E. Froehly	Leonard Aubuchon	Paul W. Worsham	....	314 868-0700
Rock Hill	MC	7	Jesse L. Stroup	....	Harold Oliver	Kennard Whitfield	Harold L. Stroud	Bradford Epperson	....	314 968-1410
Rolla	MC	13	Herald G. Barnes, Jr. 4/78	....	D. J. England-2	D. J. England-2	James Curtis	Donwell J. Clark	Bill Ohaver	314 364-1835
St. Ann	MC	18	Clarence G. Tiemeyer 4/76	....	Margaret Filla	Margaret Filla	....	M.H. McCue	Walter McKnight	314 427-8000
St. Charles	MC	32	F.B. Brockgreitens 4/75	....	Bruce O. Decker	Bruce O. Decker	Edward Underwood	Marvin Grimmer	John McConvery-4,5	314 724-0206
St. Clair	MC	3	James Hays Evans 4/75	....	James A. Zumwalt	....	....	Allen J. Williams	Lee J. Emmons	314 629-0333
Ste. Genevieve	MC	4	(not reporting)							314 883-5400
St. James	MC	3	(not reporting)							314 265-3282
St. John*	CM	9	M. C. Nicholson	Robert S. Dobbs 74	Sally Causey	....	John Gertkin	Harold Berthold	Ernie Brooks	314 427-8700
St. Joseph	MC	73	William J. Bennett 4/78	....	Walter T. Welsh	Merill L. Hainey	Cloyd W. Campbell	Glenn E. Thomas	Frank L. Endebrock	816 232-6762
St. Louis	MC	622	John H. Poelker 4/77	....	Vera Braddy	John F. Bass	Denis D. Broderick	Eugene Camp	C. Larry Unland-4	314 453-3011
Salem	MC	4	Clarence Inman	....	Kathleen Smith	....	Woodrow Sheets	Hershel Woodward	....	314 729-5211
Savannah*†	CM	3	Irvin Sweet 5/75	Lewis Austin	Janice Hatcher	....	Jim Edwards	Reid Miller	....	816 324-3315
Sedalia†	MC	23	Jerry N. Jones	....	Ralph Dedrick	Ralph Dedrick	Willis Jabas	William E. Miller	R. W. Cunningham-4	816 827-3000
Shrewsbury	MC	6	Robert C. Wehner 4/76	....	Peggy Geary	....	Raymond Kranefuss	Fred J. Huncke	....	314 647-5656
Sikeston*	CM	15	Frank Ferrell 4/75	William L. Whitlock 73	John W. Vaughn	John W. Vaughn	Larry Linnemeyer	Leon Culp	William Whitlock-4,5	314 471-2173
Slater*	CM	3	Edward J Schleiger 4/75	Richard S. Ribinski 73	Mary B. Gibbons-2	Richard S. Ribinski	George Robert Page	Norman R. Riddle	....	816 529-2271
Springfield*	CM	120	Jim Payne 4/75	Don G. Busch 71	Donald H. Kelley	Ed Lowry-2	Ray Craig	Gordon Loveland	David G. Snider-4	417 865-1611
Sugar Creek	MC	5	(not reporting)							816 252-4400
Sullivan	MC	5	Charles E. Clonts 4/75	....	Florence Juergens	....	Ed Hardy	Jerry Umfleet	....	314 468-4612
Sunset Hills	MC	4	Arthur J. DeGrand	Margery H. Royal	Margery H. Royal	Donald E. Breimeier	....	Erik Dam	Robert T. Schrader	314 965-4210
Tarkio	MC	3	Roy McIntosh	....	Richard F. Gilliam	....	Elmer Bailey	J.C. Henson, Jr.	Delbert Greever	816 736-5522
Town and Country v	MC	3	(not reporting)							314 432-4696
Trenton	MC	6	Clarence E. Breazeal 4/75	Gary E. Golston	Bernadine French-2	....	Howard Moore	Dennis Norris	....	816 359-2013
Troy	MC	3	Charles H. Kemper, Jr	....	Wm. J. Hopkins	....	Harrison D. Dunard	Edwin P. Kolb	....	314 528-4712
Union	MC	5	M. L. Guillot 4/75	....	S. Lakebrink	S. Lakebrink	Donald Wilmesher	Donald Fowler	Robert E. Thompson	314 583-3600
University City*	CM	46	Nathan B. Kaufman 4/78	Charles T. Henry 59	Jerome W. Sidel	Victor A. Ellman	James Harvey	James P. Damos	Allan Dieckgraefe-4	314 862-6767
Valley Park	MC	4	Kennard L. Curtis 4/76	....	Glenn E. Moon	Glenn E. Moon	Wm J. Brignole Jr.	Louis C. Brown	....	314 225-5171
Vandalia	MC	3	Archie Holt 4/76	....	Gloria Girard	....	Albert Kristofferson	....	Ray Callanan	314 594-2212
Vinita Park	MC	4	(not reporting)							314 428-7373
Warrensburg*	CM	13	Howard E. Chappell 4/77	Jim Berzina 70	Nancy Anderson	Nancy Anderson	Richard Stewart	Gene Burden	Marvin Kreisel	816 747-9117
Warson Woods	MC	3	Ray T. Dreher 4/76	....	Martha L. Maulhardt	Paul L. Mack	....	Gordon J. Brigham	....	314 965-3100
Washington†	MC	8	Richard C. Hirschl	Billie J. Keenum	Arthur G. Filla	Arthur G. Filla	Donald D. Hahne	Carl K. Schuler	Gilbert A. Hart-4,5	314 239-4724
Waynesville	MC	3	C.W. Parker 76	Gary Porter	Eva Bell	....	Robert L. Smith	James E. Cole	....	314 774-6733
Webb City	MC	7	Sterling C. Gant, Jr.	....	P. D. Crockett	....	Jesse Gordon	Walter L. Rich	Raymond Lawrence	417 673-4651
Webster Groves*	CM	27	John W. Cooper, Jr. 4/78	Joseph B. Morrison 74	Mary Louise Paillou	Joseph B. Morrison	Fred H. Entrikin, Jr.	Fred L. Zinn	Joseph C. Manetzke-4	314 961-4100
Wellston	MC	7	William C. Naylor 4/78	....	....	Frank McNeil	William Speiser	Calvin E. Lambert	....	314 385-1015
Wentzville†	MC	3	Meade W. Foster	....	Wanda L. Roe	....	George Ehll	Sam Anselm	....	314 327-4455
West Plains	CO	7	Herman G. Weeks 4/76	....	Edna B. Baxter	Edna B. Baxter	Hubert Redburn	Remal Jones	Lowell B. Patterson-4	417 256-3531
Windsor	MC	3	(not reporting)							816 647-3512
Woodson Terrace†	MC	6	John L. Brown	W. L. Pigg	Dorothy Rickard	Robert Gereaux	....	Thomas A. McKay	W. L. Pigg	314 427-2600

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
MONTANA (28)										
Anaconda	MC	10	Paul V. Beausoleil 5/77	....	Regina Connor	Mary Mulvihill	Walter Sweeney	Joseph Morani	John Kain	406 563-5661
Baker	MC	3	Walter Kreager 5/77	....	Mildred Hurley	....	Leon Newell	Charles O. Larson	....	406 778-2151
Billings	MC	62	Joseph A. Leone 5/77	....	Wm. J. Fry, Jr.-2	Wm. J. Fry, Jr.-2	Wallace F. Frickle	Gerald T. Dunbar	....	406 248-7511
Bozeman*	CM	19	Edmund P. Sedivy, Sr. 12/75	Harold A. Fryslie 69	Erna Harding	William Verwolf	Herb Hoey, Jr.	Robert Johnson	Robert F. Keyes	406 586-2366
Butte	MC	23	Mario A. Micone 5/77	....	Theron Scott	Theron Scott	John McCarthy	Robert Russell	Donald Peoples	406 792-6664
Columbia Falls	MC	3	Raymond J. Barnhart 5/77	....	A. Charleen Lyngstad	Lucille M. Smith	Donald L. Anderson	Darvin E. Lundstrom	Donald B. Lunsford-5	406 892-3343
Conrad	MC	3	Robert G. Arnot 5/77	....	E. J. Jury	....	Donald Meler	Ernest Flickinger	....	406 278-3623
Cut Bank	MC	4	Joseph D. Meagher 5/77	....	Lorraine Arras-2	Eugene O. Boyle	Jack A. Warner	William Bruch	J. Elmer Kennedy-5	406 938-2092
Deer Lodge	MC	4	Tony Sneberger 5/75	....	J. B. Kendrick	....	James L. Gilbert	Gene Ronnemose	....	406 846-1650
Dillon	MC	5	Ray M. Lynch 77	....	W. G. Gilbert, Jr.	George Joe Lane	Mike Swetish	John G. Rebish	Roger C. Pierce-4,5	406 683-2333
Glasgow	MC	5	James O. Christinson 5/76	....	Ramona Tow	....	Alvin Combs	Tom Grewe	Brent Magill	406 228-2476
Glendive	MC	6	L. C. Jiggs Allen	....	Elizabeth B. Hertz	Elizabeth B. Hertz	James A. Leaf	Larry D. Marquart	Robert Knapp	406 365-3318
Great Falls*	CM	60	Curtis A. Ammondson 1/76	Richard D. Thomas 73	Fred L. Hill	Ray C. Young	Kenneth B. Lindstrand	Jack H. Anderson	Fred E. Hughes	406 452-8561
Hamilton	MC	2	Ray Thrailkill 77	Joseph M. Rough	Joseph M. Rough	Joseph M. Rough	Scott Couert	Harry Woolsey	James A. Sculley	406 363-2100
Hardin	MC	3	Sam T. Meeke 77	....	Noreen Olson	Noreen Olson	Ronald Koebbe	Robert Hamilton	Robert Meinhardt	406 665-2113
Havre	MC	11	Bernard L. Good 5/77	....	Michael J. Mariani	Michael Mariani	Cortland Hilla	James Catt	Fred Hartson	406 265-7813
Helena*	CM	23	Don Harriott 12/75	Alan A. Thelen 74	Margaret D. Garrity	Milan Kovich	Robert D. Killeen	Jack Williams	C. R. Hanson	406 442-6850
Kalispell†	MC	11	L. G. Bjorneby 5/77	....	George W. Beardslee	Gail V. Bruch	Norman L. Peters	Ted Waggener	W. Max Lauder-4	406 756-9457
Laurel	MC	4	L. M. Yovetich 5/77	....	Dorothy P. Bundy	Peg J. Kamerzel	David K. Powers	D. C. Lenhardt	....	406 698-4212
Lewistown	MC	6	Robert L. Dissly 5/77	....	Dorothea M. Abel	Cheryl Rageth	Charles E. Pentecost	Thomas W. Huff	Loyd T. Bowen-5	406 538-8768
Libby	MC	3	Fred A. Brown 77	....	Delores Womack	Rosemary Dorrington	Chauncey Sauer	Eldon R. Welch	Thomas Robertson	406 293-5446
Livingston	MC	7	Edmond Carrell, Jr. 5/77	....	Jennie Adams	Jennie Adams	Wm. R. Dennis	R. L. Oakley	Tom Sharpe-5	406 222-2900
Miles City	MC	9	B. Dean Holmes 5/77	....	Harvey L. Watts-2	....	Sylvester E. Strom	Kenneth Losset	....	406 232-3462
Missoula	MC	29	Robert E. Brown 5/77	....	Bernice Helm	Larry Heggen-1,2	Robert Kelly	Raymond T. Roehl	Thomas Crowley-4	406 728-2112
Shelby	MC	3	Harry Simons 5/77	....	Irene B. Roath	Irene B. Roath	Joe Fallin	R. L. Hannah	Richard Voorhies	406 434-5222
Sidney	MC	5	Bruce Harris 4/77	....	Louise Christensen	Eva Ayner	George Knaff	John Schmitt	Harold Mercer	406 482-2809
Whitefish	MC	3	John M. Thorson 4/77	....	Caryle P. Crum	Helen M. Doyle-3	Gotteib P. Brockel	James Loser	John Boyd	406 862-2640
Wolf Point	MC	3	Jack A. Lambert 77	....	Lawrence Fredrickson	....	Robert Hanson	Robert Neumiller	Charles Worley	406 653-1852
NEBRASKA (48)										
Alliance*	CM	7	Edward C. Lewis 6/76	Robt. A. Placek 73	Gary L. Tomlin	....	L. E. Overstreet	V. R. Hutton	....	308 762-5400
Auburn	MC	4	Audry L. Blankenship 6/78	....	Lucille Harper	Harvey H. Bergmann-3	E. B. Redfern	Gary Mann	Lambert K. Blecha	402 274-3420
Aurora	MC	3	Hans O. Jensen 6/78	....	Chas. Whitney	Chester Olson	....	Kenneth Zikes	....	402 694-3571
Beatrice	MC	12	Robert J. Sargent 6/78	....	Terry Doyle	Allen Grell	Leland D. Gerwick	Don Lukeroth	Jim Bower	402 223-3569
Bellevue§	MC	19	Robert M. Haworth 6/78	C. Lloyd Castner 71	Mary Stricklett-2	Lloyd Castner	Richard Hudson	Warren Robinson	C. Lloyd Castner	402 291-8000
Blair§	MC	6	Alfred O. Sick 6/78	L. W. Svengaard 73	L. W. Svendgaard-2	L. W. Swendgaard	Donald Kuhr	John Hoppe	L. W. Svendgaard	402 426-4191
Broken Bow	MC	4	Henry Dean	James E. Peister	James E. Peister	James E. Peister	Frank Kapul	Hap Kruser	Geo. Wolverton	308 872-5831
Central City	MC	3	(not reporting)							308 946-3004
Chadron*	CM	6	Athel L. Fuller 5/76	Carlton Rhembrandt 70	Carrie A. Trout	....	Gealy Mathis	Robert C. Beers	....	308 432-5986
Columbus	MC	15	F. W. Gerber, Jr. 6/76	....	Leo A. Boettcher	Leo A. Boettcher	Walter Garbers	Wesley J. Baxa	Jerry L. Stevens-4	402 564-6178
Cozad	MC	4	Ivan Svoboda 6/78	....	Percy Carl York	Percy Carl York	Laverne Rinehart	Alfred Budd	Walter Arfmann	308 784-3907
Crete	MC	4	Norman H. Behrens 6/78	....	L. Glen Baker-2	L. Glen Baker-2	Norman Savery	James Ruberson	George G. Beyer-4	402 826-4311
Fairbury	MC	5	C. B. Schwab 5/76	....	Cleo Beavers	Wendell Sugden	Dennis Garton	Ralph Thrap	Glen R. Beachler	402 729-2476
Falls City	MC	5	Dale L. Shaffer 6/78	Michael J. Simon	Michael J. Simon	Michael J. Simon	J. O. Richmond	Ivan Bieck	Ralph M. Clark	402 245-2707
Fremont§	MC	23	Arthur L. Peters 6/76	Jack J. Sutton 67	A. Earl Heuring-2	....	Howard Schneider	Fred W. Whitt	William Sommers	402 721-2860
Gering§	MC	6	John McLellan, Jr.	Richard J. Kroon 69	Richard J. Kroon	....	Robert Larson	Walter Burroughs	R. J. Kroon	308 436-5096
Gordon*	CM	2	Maurice Bruce 6/75	Howard C. Parrott 73	Mary Jo Shannon	....	Wayne Coon	Robert Case	....	308 282-0837
Gothenburg	MC	3	(not reporting)							308 537-3677
Grand Island*	CM	31	Oscar Bredthauer 6/76	John M. Carpenter 64	James F. Minor	James F. Minor	George Arnett	Thomas L. Smaha	Alfred E. Rasmussen-4	308 382-8600
Hastings	MC	24	D. W. Monte Malouf	....	Maurine Butterfield-2	....	Lamont Kehoe	Melvin D. Hall	John Foster	402 463-2411
Holdrege	MC	6	Herbert W. Bierhaus 6/78	....	Russell V. Batie	Russell V. Batie	James Wagner	R. W. Edwards	E. D. Ingram	308 995-8681
Kearney*	CM	19	Francis L. Richards 6/78	Ray E. Lundy 53	Arlette Neal	Ray E. Lundy	Dwaine Jorgensen	Dallas E. Samp	George Fairfield-4	308 237-5133
Kimball	MC	4	W. O. Begley, Jr. 6/78	Robert E. Arraj 72	Florence LeMay	Robert E. Arraj	John Thacker	Richard Wangler	Robert E. Arraj	308 235-3639
La Vista§	MC	5	Harold C. Leathers 6/76	James A. Walker 73	Harold W. Klein-2	H. W. Klein-2	Dennis McMahon	Dave Davenport	Ed McGinnis	402 331-4343
Lexington*	CM	6	Charles Wrightsman 6/76	Gus S Peters 73	Norris L. Warren-3	....	Leo Shaw	Lawrence Fagot	Doyle W. Howell-4	308 324-2341
Lincoln	MC	150	Sam Schwartzkopf 5/75	....	Harold W. Springer	James Mallon	Dallas Johnson	Joseph Carroll	Robert Obering	402 475-5611
McCook*	CM	8	George A. Bang 6/78	John D. Harrison 73	Betty Coufal	....	Don Einspahr	....	Jack G. Lytle	308 345-2022
Minden	MC	3	(not reporting)							308 832-1150

Nebraska City	CO	7	Ervin M. Rogers 6/76	. . . .	Gladys Wenzel	Paul M. Tackett	Bill Berger	Clarence Iversen	. . . .	402 873-5515
Norfolk§	MC	17	James R. Miller 6/76	Paul Harm 66	Alvin S. Ahlman	Alvin S. Ahlman	Larry Reeves	James Brenneman	Donald G. Hyde-5	402 371-2018
North Platte§	MC	19	Robert A. Phares 6/76	R. L. Grady 73	R. L. Grady	R. L. Grady	Ace Backer	Bernard A. Colligan	John Cox	308 534-2610
O'Neill	MC	4	Randall W. Fitch 6/78	. . . .	. . . .	. . . .	Joe Menish	Robert L. Stahlecker	. . . .	402 336-3640
Ogallala*	CM	5	Don Svanda 6/78	Howard Hansen 71	Paul Fisher	. . . .	John Hilderbrand	Veldon Fuller	. . . .	308 284-3600
Omaha	MC	347	Edward Zorinsky 5/77	. . . .	Mary Galligan Cornett	George Richardson	Vernon Van Scoy	Richard R. Andersen	Terrence Pesek	402 341-8122
Papillion§	MC	6	Wm. R. Oliver 5/78	. . . .	Martha Whitted	Jerry Suing	Robert Olson	Fred Beisecker	Albert L. Vogel	402 339-3374
Plattsmouth	MC	6	Clayton J. Rhylander 6/78	. . . .	Virginia Bunch	. . . .	Howard Austin	Donald Schneider	Arthur A. Hellwig	402 296-2522
Ralston	MC	4	(not reporting)							402 331-6677
Schuyler	MC	4	(not reporting)							402 352-3101
Scottsbluff*	CM	15	Donald E. Overman 6/76	Frank U. Koehler 62	W. L. Ferguson	W. L. Ferguson	John R. Guard	James G. Eckert	Frank U. Koehler	308 632-4136
Seward	MC	5	Dessalee Rousselle 6/78	Willard Miers 74	Nona Burwell-3	. . . .	Gerald Mueller	Wayne Kruntorad	. . . .	402 643-2928
Sidney*	CM	6	Ed Haupt 4/76	Maynard Dils 74	G. R. Tobin	G. R. Tobin	Dan Benzel	Roy Bauer	. . . .	308 254-5300
South Sioux City§	MC	8	Keith Ferris	Wallace R. Stovall 74	Semelda Hanrahan	Semelda Hanrahan	Gerald Stolze	Robert G. Claxton	. . . .	402 494-1987
Superior	MC	3	(not reporting)							402 879-3550
Valentine	MC	3	E. E. Bailey 6/76	. . . .	Raymond Schaefer	. . . .	Richard Shamis	James Lutter	. . . .	402 376-2323
Wahoo	MC	4	James L. Fauver 6/78	. . . .	Wayne H. Edgar-2	William Peters	Harold Jordan	John Kolterman	Donavon Larson-5	402 443-3222
Wayne§	MC	5	F. B. Decker 78	Frederic Brink 73	Dan Sherry	Dan Sherry	Clifford Pinkleman	Vern Fairchild	. . . .	402 375-1733
West Point	MC	3	William Zobel	. . . .	May Dee Stoltzman	. . . .	Fred Schlueter	Larry Thiem	. . . .	402 372-2466
York§	MC	7	Leroy L. Vineyard 6/76	Jack R. Kidder 72	C. Jean Thiele	C. Jean Thiele	David Reetz	Franklin B. Valentine	O. R. Davidson-4,5	402 362-4407

NEVADA (11)

Boulder City*	CM	5	Kenneth H. Andree 6/75	M. L. Degernes, Jr. 73	Lorraine H. Kautz	James E. Heald	Robert L. Sears	Horace G. Smith, Jr.	Robert E. Eads-4	702 293-4302
Carson City§	MC	15	E. E. Scrivner 1/76	Henry Etchemendy 66	Vaughn L. Smith-2	Gene Kelly	Lester Groth	William Furlong	Paul Lumos	702 882-5114
Elko*	CM	8	L. L. Stenovich 6/75	Jack Sutherland 67	Dorothy Corta	. . . .	William Fogle	Francis D. Taelour	John F. Smales	702 738-5176
Ely	MC	4	(not reporting)							702 289-2430
Fallon	MC	3	Merton E. Domonoske 6/75	. . . .	Leroy Getchell-1,2	Leroy Getchell-1,2	James Allison	Donald Mills	Ben T. Bartlett-4,5	702 423-5104
Henderson*	CM	16	Cruz Olague 6/77	Donald M. Dawson 70	Genevieve H. Harper	Alfred H. Hyman-2	W. Don Richard	Floyd Osborn	Robert T. Whitney-4	702 565-8921
Las Vegas*	CM	126	Oran K. Gragson 7/75	A. R. Trelease 65	Edwina M. Cole	Marvin E. Leavitt-2	J. D. Miller	. . . .	Richard P. Sauer-4	702 386-6011
North Las Vegas*	CM	36	C. R. Cleland 6/77	Clay H. Lynch 60	Shirley A. Hansell	Milton F. Weiss	W. S. Boddy, Jr.	Clarke Davison	Duane Sudweeks	702 649-5811
Reno*	CM	73	Sam Dibitonto 6/75	Joe H. Latimore 60	Robin M. Bogich	. . . .	Harry Van Meter	James Parker	. . . .	702 786-7870
Sparks*	CM	24	James C. Lillard	John A. MacIntyre 73	Chloris Goodwin	Ralph Best	F. W. Farr	Thomas A. Hill	Calvin J. Dodson	702 359-2700
Winnemucca	MC	4	T. G. Sheppard 6/75	. . . .	Marguerite E. Mowry	. . . .	Charley Garteiz	Lesley Jones	Alan I. Taylor	702 623-3625

NEW HAMPSHIRE (63)

Allenstown t	RT	3	Robert Descoteaux 3/75	. . . .	Edward R. Cyr	. . . .	Leandre Desrochers	Gustave Linch	Rene Mulaire	603 485-4276
Amherst t	RT	5	(not reporting)							603 673-6041
Bedford t	RT	6	Ralph H. Brooks 3/75	. . . .	Irene M. Hardy	Freeman Shaw	Ralph Wiggin	Bruno Vincent	Richard Ramig	603 472-3031
Belmont t	RT	2	(not reporting)							603 267-8145
Berlin*	CM	15	Sylvio Croteau 3/76	James C. Smith 73	Ollivette M. Dumas	Aline Boucher	Lucien Lamontagne	Alex Dumesnil	Mitchell Berkowitcz	603 752-2340
Boscawen t	RT	3	Richard Hartford 3/75	. . . .	Lucia Reed	Patricia Knight	Roland Bartlett	Clayton Downing	Harvey Hollins	603 796-2288
Charlestown t	RT	3	(not reporting)							603 826-5821
Claremont*	CM	14	Charles P. Puksta 12/75	Louis C. Sarelas 73	Rose Ellen Haugsrud	Jacques Bergeron-1	Paul J. Lovejoy	Richard Kaye	John P. Fennessy-5	603 542-6262
Concord*	CM	30	Malcolm Mclane	John E. Henchey 68	Marjorie B. Foote	Verne F. Santas, Jr.	Clayton A. Higgins,Jr	Walter H. Carlson	Ronald H. Ford-5	603 224-0591
Conway t*	CM	5	Thomas Monahan 3/75	Arthur W. Seavey 67	Edward J. Cravedi	. . . .	. . . .	M. Allan MacLean	. . . .	603 447-2767
Derry t*	CM	12	Harold E DiPietro 3/75	Frank C. Carlton 73	Cecile Hoisington	. . . .	Alfred W. Dick	Edward B. Garone	. . . .	603 432-7724
Dover*	CM	21	Geraldine Sylvester 12/75	Donald E. Chick 63	Charles A. Crocco	Thomas P. Duffy-2	Walter Oates	Charles Reynolds	. . . .	603 742-3551
Durham t	RT	9	(not reporting)							603 868-5571
Exeter t*	CM	6	Sherman E. Chester 76	Thomas M. Prentiss 72	Evelyn H. Zarnowski	B. E. Wetherell-3	Vincent Toland	Richard D. Irvine	Robert D. Strout-5	603 778-8535
Farmington t	RT	4	(not reporting)							603 755-2161
Franklin*	CM	7	Eugene S. Daniell, Jr	James McSweeney 70	Barbara S. Lorden	Kathleen T. Bateson	Richard J. Navaroli	James Nowell, Jr.	Edward Grzelak	603 934-3109
Gilford t	RT	3	Robert D. White 3/75	Stephen A. McCabe	Lorraine T. Royce	. . . .	Sherman Thompson	Bruce G. Cheney	O. Joseph April	603 524-3286
Goffstown t	MC	9	Henry T. Grady 3/75	. . . .	George T. Aimo	Vivian I. Sorenson	Theron J. Morgrace	Robert J. Wike	Lorenzo J. Perry-5	603 497-3613
Gorham t	RT	3	Oscar Dupont 3/75	Ronald F. Handley 72	Albert R. Wilson	. . . .	Julien Croteau	. . . .	. . . .	603 466-3322
Hampton t*	CM	8	Helen W. Hayden 3/75	Peter G. Lombardi 72	Roger P. Hammond	Peter G. Lombardi	. . . .	Clayton Bousquin	George Hardardt	603 926-3561
Hanover t*	CM	8	Edward S. Brown 3/75	Neal G. Berlin 67	Patricia H. Radway	. . . .	Stuart Corpieri	Roland M. Lee	Richard Hauger-4,5	603 643-4123
Haverhill t	RT	3	Charles P. Butson	. . . .	Helen M. Smith	A. Frank Stiegler-2	. . . .	Harold Cummins	. . . .	603 747-3318
Hillsborough t	RT	3	(not reporting)							603 464-3422
Hinsdale t	RT	3	Charles L. Lavalla 3/76	. . . .	Eleanor Smith	. . . .	Robert Howe	Francis Smart	Curtis Baker	603 333-5401
Hollis t	RT	3	(not reporting)							603 465-9206
Hooksett t	RT	6	. . . .	. . . .	. . . .	. . . .	Alfred Law	Maurice Boisvert	Bernard Zapora	603 485-9534
Hopkinton t	RT	3	Pert Gaskill	David Story	Thomas Johnson	. . . .	Robert Houston	James Hargrove	Bernard Foster	603 746-3170
Jaffrey t	RT	3	(not reporting)							603 532-8322
Keene*	CM	20	James A. Masiello 12/75	Peter L. Cheney 72	Frances D. Pitcher	Raymond P. Tracy-2	Robert N. Guyette	Harold A. Becotte	George M. Gline	603 352-0133
Kingston t	RT	3	(not reporting)							603 642-3112
Laconia*	CM	15	Edwin I. Chertok 1/76	Kenneth Boehner 71	Ann G. Dearborn	Roland J. Morin	Louis T. Wool	Harold E. Knowlton	Frank R. Denormandie	603 524-1520
Lancaster t*	CM	3	Earle K. Amadon 3/76	Donald E. Crane 56	Dorothy H. Willson	Dorothy H. Willson	Roger N. Emery	Allvin L. Leonard	Edgar Libby	603 788-3391

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
NEW HAMPSHIRE (63) continued										
Lebanon*	CM	10	Channing T. Brown	Philip G. Richards 71	Dorothy J. Doyle	Harold Townsend	H. M. Coutermarsh	Neil Wooley	Mose Sanville	603 448-4220
Littleton t.	RT	5	(not reporting)							603 444-3995
Londonderry t	RT	5	Forest N. Kimball 3/75	. . . .	Alice M. Taylor	Ferne F. Schmidtchen	David A. Hicks	Frederick A. Ball	Richard S. Moore	603 669-1054
Manchester	MC	88	Sylvio L. Dupuis 1/76	. . . .	Charles R. Stanton	Joseph J. Acorace	John E. Devine	John A. Stips	Bernard M. Reen-4,5	603 625-9573
Meredith t*	CM	3	Bradbury Sprague 4/75	Ralph B. Finch, Sr. 74	Charlotte H. Straw	Ralph B. Finch, Sr.	Sherman B. Carter	Herbert R. Horne	Harold G. Wyatt	603 279-4538
Merrimack t.	RT	9	Alfred A. Hinckley 3/75	. . . .	Robert R. Morrill	. . . .	H. L. Duxbury, Jr.	John F. Pelletier	Edgar Thibodeau	603 424-2331
Milford t	RT	7	(not reporting)							603 673-3403
Nashua	MC	56	Dennis J. Sullivan 12/75	. . . .	Lionel Guilbert	Irving J. Gallant	Victor C. DuVarney	Craig D. Sandler	. . . .	603 883-3771
Newmarket t	RT	3	(not reporting)							603 659-3617
Newport t*	CM	6	. . . .	James E. Hannigan 73	Sophie G. Paul	. . . .	E. James Wright	Norman Lacroix	Fred D. Johnson	603 863-1877
North Hampton t	RT	3	(not reporting)							603 964-6029
Northumberland t*†	CM	2	. . . .	Dana R. Kingston 65	Theresa G. Brooks	Robert Boucher	Max Hall	H. Lee Rice	Forrest Maguire	603 636-1450
Pelham t	RT	5	Leonard Philbrick 3/75	. . . .	Faye B. Emerson	. . . .	Richard C. Mansfield	Ralph S. Boutwell	. . . .	603 635-7811
Pembroke t	RT	4	(not reporting)							603 485-9556
Peterborough t	RT	4	Perkins Bass 75	John N. Isham 70	Stella L. Sumner	Kenneth Christiam	Merton Dyer	Arthur G. Jackson	John N. Isham-4,5	603 924-3201
Pittsfield t	RT	3	. . . .	. . . .	James S. Hillsgrove	. . . .	Frederick T. Hast	Vaughn V. Siel	Gordon W. Foss	603 435-8452
Plaistow t	RT	5	Norman L. Major 3/75	. . . .	Helen A. Hart	Ruth E. Jenne	T. Richard Latham	Alexander Brown, Jr.	C. W. Senter, Jr.	603 382-8469
Plymouth t.	RT	4	(not reporting)							603 536-1731
Portsmouth*	CM	26	Bruce Graves 1/75	Calvin Canney 70	Peter E. O'Donnell	Wilfred E. Young-2	Donald Lane	Stanton G. Remick	Gordon Hanchett-5	603 436-4125
Raymond t.	RT	3	(not reporting)							603 895-2918
Rochester	MC	18	John Shaw 12/75	. . . .	. . . .	F. M. Steadman	Raymond T. Dewhurst	Nelson Goodfield	George C. Nadeau	603 332-2130
Rye t	RT	4	Robert B. Goss 3/75	. . . .	Raelene White	. . . .	Richard J. Eaton	Walter E. Dockham Jr.	. . . .	603 964-5523
Salem t*	CM	20	George J. Khoury 3/75	William L. Kelly 71	Eleanor B. Barron	Richard A. Willis	William E. Kingdon	John P. Ganley	. . . .	603 893-3551
Seabrook t	RT	3	(not reporting)							603 926-8688
Somersworth	MC	9	Paul E. Spellman 1/76	. . . .	. . . .	. . . .	Robert Heon	Raymond Porelle	. . . .	603 692-2165
Swanzey t	RT	4	(not reporting)							603 352-7411
Tilton t	RT	3	(not reporting)							603 286-4425
Walpole t	RT	3	Tom S. Ballam 4/75	. . . .	Virginia Baldwin	. . . .	Geo. Hurlbut	Thomas Baldwin	Robert Smith	603 445-5457
Winchester t	RT	3	(not reporting)							603 239-4951
Windham t	RT	3	(not reporting)							603 432-7731
Wolfeboro t.	RT	3	(not reporting)							603 569-3900
NEW JERSEY (327)										
Absecon	MC	6	David S. Hodgson	William E. Hurd	William E. Hurd	Ralph T. Miller	Frank Weber, Jr.	Wm. J. Taggart, Jr.	. . . .	609 641-0663
Allendale b	MC	6	Robert E. Schenk 12/74	Norma E. Colburn	Norma E. Colburn	Katherine A. Baum	George Higbie, Jr.	Frank A. Parenti, Jr.	Franklin J. Grieder	201 327-0313
Alpha b	MC	3	Stephen Horvath, Jr. 12/75	. . . .	Klara E. Tarsi	Francis Pesaresi	Charles Benke	Adam Sponder, Jr.	Francis Pesaresi	201 454-0088
Asbury Park*	CM	17	Ray Kramer 5/77	William J. Shiel 71	Mary V. Martin	Samuel W. Siciliano	Ernest Scutellaro	Thomas S. Smith	Joseph L. Mauro, Jr.	201 775-2100
Atlantic City	CO	48	Jos. F. Bradway, Jr., 5/76	. . . .	Adelaide Deane	Cecil Richards-2	Kenneth Goff	. . . .	Robert J. Quigley	609 344-2121
Atlantic Highlands b	MC	5	Richard C. Stryker 12/75	J. Leonard Clark	. . . .	. . . .	Steve Demko	James J. Egidio	John Matthews-5	201 291-1444
Audubon b	CO	11	Helen A. Wise 5/77	. . . .	Thelma S. Chew	Edward Eaise	John F. Buchner	R. K. Creyaufmiller	Helen A. Wise-5	609 547-0711
Barrington b	MC	8	Charles M. Harper 12/74	. . . .	Thomas M. Redanauer	Charles M. Kiener	James Hearne	Warren E. Elliott	Wm. Schade	609 547-0706
Bayonne	MC	73	Dennis P. Collins 6/78	George T. Seymour	John F. Lee	Herbert L. Zeik	John T. Brennan	Michael T. Mahon	Joseph E. Makowski	201 823-1000
Beachwood b	MC	4	Francis H. Armstrong 12/75	. . . .	Eleanore Symington	Francis H Armstrong	Raymond Newman	John C. Moody	Joseph Randall	201 349-0245
Belleville t	MC	35	Joseph F. McGreevy 5/75	. . . .	Eugene G. Barnett	Francis H. McCoy	Carl Hundertpfund	Joseph Smith	Mary V. Senatore	201 759-9100
Bellmawr b	MC	16	(not reporting)							609 933-0313
Belmar b	CO	6	John A. Taylor 5/75	. . . .	Donald F. Matthews	. . . .	. . . .	. . . .	. . . .	201 681-1176
Belvidere t.	MC	3	Arthur H. Benke 12/75	. . . .	Leona D. Jones	John P. Reitz	Dale Rodenbaugh	Fred T. Boglioli	. . . .	201 475-5331
Bergenfield b	MC	33	Hermann A. Struhs 12/74	Jack P. Sweitzer	William Buckmiller	Helen A. Swierczek	George Braeske	Gavin L. Blane	John Maddocks	201 384-3000
Berkeley Heights tp§	MC	13	Donald A. Rudy 12/76	Samuel Penza, Jr. 74	C. R. DeFreitas	Joseph A. Miano	Frank J. Masterson	Harold I. Curtis, Jr.	Samuel F. Penza	201 464-2700
Berlin b	MC	5	S. Samuel Lichtman 12/75	. . . .	Evelyn Odorisio	Frances Cartwright	Wm. Westcott, Jr.	William G. Behnke	Romeo M. Salati	609 767-7777
Bernardsville b†	MC	7	Thomas A. Germuska	. . . .	Mrs. H. L. Humiston	. . . .	John Fajnor	. . . .	David Keller	201 766-3000
Beverly	MC	3	Frank R. Costello 12/75	. . . .	Joseph J. Rudnicki	. . . .	George Cramer	Fred Palombi	. . . .	609 387-1610
Bloomfield t§	MC	52	John W. Kinder 12/74	H. Joseph North 67	John J. Galvin	Richard J. Cantwell	Earl J. McCormick	A. Castagno	Sol Friedman	201 743-4400
Bloomingdale b.	MC	8	Daniel R. Morse 12/74	. . . .	Mildred C. Bird	Josephine Bennett	William C. Fear	Edward Fletcher	Robert Hudson	201 838-0778
Bogota b	MC	8	Eugene J. Brophy 12/75	. . . .	Jess Bayersdorfer	. . . .	Robert W. Winkler	Robt. B. Loveman, Sr.	Otto F. Knapp-5	201 342-1736
Boonton t	MC	9	Richard H. Yanni 12/75	. . . .	Thomas E. Hopkins-2	William Demott-3	George Whiteside	William G. Bednar	. . . .	201 335-2404
Bordentown	CO	4	Joseph R. Malone, III 5/77	. . . .	Mrs. E. L. Mackinnon	Irwin E. Vas	Robert O. Hill	Joseph L. Laureti	Joseph R. Malone, III	609 298-0604
Bound Brook b	MC	10	Samuel E. Patullo 12/75	. . . .	Anthony J. Orlando	William Woldin	Michael Colalillo	Anthony Graziano	Charles Lagattuta	201 356-0833
Bradley Beach b	CO	4	Leonard W. Riley 5/75	. . . .	George H. Moffett	Joseph Lashovitz	Jerome Weiss	Eugene T. Myles	D. Philip Gerand	201 774-0588

Bridgeton	MC	20	Edison D. Shinn 6/78	Ronald P. Sotak 74	Matthew Aaron	Ellsworth Griner-2	George A. Johnson	J. Fred Semple	A. A. Fralinger, Jr.	609 451-2108
Bridgewater tp§	MC	30	Frank W Dittman 12/74	John H. Riddel 71	Roselle H. Hall	John P. Noguerol	. . . .	Dix R. M. Fetzer	Howard Clark-4	201 725-6300
Brielle b	MC	4	Garet J. Pilling 12/75	. . . .	John J. Fairbanks	John J. Fairbanks	Leroy McGreevey	John J. Van Kirk	Francis J. Rudavsky	201 528-6600
Brigantine	CO	7	John A. Rogge 5/75	. . . .	J. Edw. Bridgehouse	Joseph F. Staines	George Graham	George S. Moore	John Walker Daniels	609 266-7421
Brooklawn b	MC	3	Edward H. Murphy 1/75	Joseph Cerrone 68	Joseph Cerrone	Joseph Cerrone	Eugene McLaughlin	John Reader	William C. Packer	609 456-0750
Buena b	MC	3	(not reporting)							609 697-1030
Burlington	MC	12	Herman T. Costello	. . . .	Elmer S. Gares	James C. Ayrer	William Lukens	George L. Clayton	Albertus Hoffman	609 386-0316
Butler b	MC	7	Roger J. Struble 12/74	. . . .	Carl G. Whritenour-2	. . . .	Anthony Demarco	Earl Dean	. . . .	201 838-7200
Caldwell b§	MC	9	Frank R. Viscardo 12/74	Horace Heaton 70	Gary I. Samuels	Margaret A. Young	Jack Conklin	Kenneth Ebner	William C. Hands	201 226-6100
Camden	MC	103	(not reporting)							609 964-9000
Cape May*	CM	4	Bruce M. Minnix 5/76	Wm. P. Metropulos 74	Clara E. MacCiocchi	J. Hope Taylor	Hazel Dickey	Eugene Velli	R. Jack Graham	609 884-8411
Carlstadt b	MC	8	Dominick Presto 12/75	. . . .	Frances Gomez	. . . .	Robert Brown	George Brandt	Louis Kantor-5	201 939-2850
Carteret b	MC	23	Michael Toth 12/74	. . . .	Anne N. Szelag	Joseph Florentino	Fred Gombos	C. Makwinski	J. Buonivico-5	201 541-4555
Cedar Grove tp*	CM	16	John L. Holland 7/75	Bertrand N. Kendall 73	Eleanor DeMarco	Marie Tarzy-2	Alfred Giancola	Donald Schneider	William Kowalski	201 239-1410
Chatham b	MC	10	John P. Davidson 12/75	Peter N. Rayner	Peter N. Rayner	Peter N. Rayner	Wm. R. Kelley, Jr.	Dennis Hill	Wm. R. Kelley, Jr.	201 635-0674
Cherry Hill tp*	CM	64	John T. Holden 7/75	Carrol Pickens 73	Eva M. Worrick	. . . .	Godfrey Harper	. . . .	Richard E. Rohrbach-4	609 665-6500
Cinnaminson tp	MC	17	William Sharp, Jr. 12/74	John T. Hughes 62	Catherine E. Obert	John T. Hughes	. . . .	Thomas F. Adams	Gerald A. Downs	609 829-6000
Clark tp	MC	19	Bernard G. Yarusavage 12/76	George R. Robinson	Ed R. Padusniak-2	Joseph H. Brunnquell	Francis Brattole	Anthony T. Smar	C. F. Salomone-4	201 388-9500
Clayton b	MC	5	Gene D. Costill 12/75	Gene D. Costill	Lydia Collins	Alice Anton-2	Glenn Coleman	Fred Pfrommer	Leon Jacobs	609 881-2882
Clementon b	MC	4	James S. Gorman 12/75	. . . .	Grace V. Pavloec	Nora M. Demore	D. I. Osffenbacher	Robert G. Mackey	. . . .	609 783-0284
Cliffside Park b†	MC	14	Gerald Calabrese	. . . .	Frank Olivieri	Vincent McKenna	Robert Flynn	Frank Woodcock	Walter P. Okolita	201 945-3456
Clifton*	CM	82	Frank W. Sylvester 5/78	William Holster 57	Betty J. Lutz	Francis W. Dorigatti	Stephen J. Lendl	Joseph A. Nee	William Holster-4	201 473-2600
Closter b	MC	9	Frank J. Oleri, Jr.	Leonard J. Grazeola 73	Mary D. Starr	Norma J. Gottemoller	Edgar Conway, Jr.	John H. Lindeman	. . . .	201 768-1400
Collingswood b	CO	17	D. W. Nichols, Jr.	. . . .	F. Adelaide Spear-3	Michael G. Brennan	Raymond Dobbs	Frederick Beuhler	Carl J. Bisinger	609 854-0720
Cranford tp	MC	27	H. E. Hinsenkamp, Jr. 12/74	. . . .	Wesley N. Philo	Agnes M. Matlaga	Bernard Fleming	Matthew T. Haney	Clair W. Flinn, Jr.	201 276-8900
Cresskill b	MC	7	. . . .	. . . .	William H. Hotaling	George W. Stanton	George E. Freer, Jr.	Warren R. Smith	William E. Cook	201 567-3450
Delran tp§	MC	10	Lorraine Schmierer 6/76	Joseph P. Leo 72	Bernadette Porreca	Daniel McDermott	. . . .	David Banff	Richard Gilbert	609 461-7734
Demarest b	MC	6	Rosemary Sheehan 12/74	Evelyn Baumuller 63	Evelyn Baumuller	Charles Azarow	Bernard A. Muller	Donald C. Burgdorfer	Leo Lafferty-5	201 768-0167
Denville tp§	TM	14	Robert Dalrymple 12/75	Frank Vanore 72	Eleanor Zecca	Francis D. Kelly	Henry Helmkin	Donald J. King	Frank Vanore	201 627-8900
Deptford tp*	CM	24	John Maier 12/77	James T. O'Neill 73	J. Caltagirone	John M. Ostrowski	Albert Leidy	Joseph Michaels	Fredrick Loder	609 845-5300
Dover t	MC	15	Richard M. Newman 12/75	. . . .	Michael Delorenzo	Carolyn Van Arsdale	Raymond Newkirk	Leroy Buchanan	Dickson Bredbenner	201 366-2200
Dumont b	MC	18	David F. Roche 12/75	. . . .	Mary Price	William Pizzute	Robert Cobb	William Tobin	Edward Kelly-5	201 385-7000
Dunellen b	MC	7	Lawrence Anzovino	. . . .	Frank Reilly	Robert Durham	Gregory Kriney	William Robinson	Elston Snyder	201 968-3033
East Brunswick tp§	MC	34	Jean Walling 12/76	John H. Runyon 74	David Germain	L. Mason Neely	. . . .	Frank Pasch	. . . .	201 254-4600
East Orange	MC	75	William S. Hart, Sr. 1/78	. . . .	Edward E. Ruhnke, Sr.	A. J. Russoniello-2	Michael F. Savage	George J. Daher	Michael D. Daltilio	201 673-4100
East Rutherford b	MC	9	(not reporting)							201 933-3444
East Windsor tp*	CM	12	W. Jay Johnson 12/74	Barry P. Clark 73	Elizabeth Nolan	Ralph Palmieri	Robert Burgen	Joseph G. Michnisky	Howard Patton	609 443-4000
Eatontown b	MC	15	Herbert E. Werner 12/74	Harold Grossman 74	Marjorie Becker	. . . .	Donald Henderson	William Zadorozny	Lawrence Boff	201 542-3303
Edgewater b	MC	5	Francis P. Meehan 75	. . . .	Charles M. Susskind	Michael Monaghan	Anthony J. Griffin	John B. Tarabola	Martin Ryan	201 943-1700
Edison tp§	MC	67	Thomas H. Paterniti 12/77	John Delesandro 65	Arthur J. Tucker	Joseph Hughes	H. R. Vliet	William Fisher	William Godwin	201 287-0900
Egg Harbor City	MC	4	. . . .	. . . .	Ellan S. Johns	. . . .	. . . .	John Baldi, Jr.	. . . .	609 965-0081
Elizabeth	MC	113	Thomas G. Dunn 12/76	Harry P. Frank	John J. Dwyer	Thomas J. Byrnes	Charles Malone	Michael D. Roy	Frank A. Cyron-5	201 353-6000
Elmwood Park b§†	MC	23	Richard A. Mola 12/75	Jeffrey Shapiro 74	Dolores Camlet	Salvatore Spinato	Albert Vaxmonsky	Greg Howarth	Clarence Dye	609 561-0064
Emerson b	MC	8	Joseph G. Kennelly 12/74	. . . .	Arlene Raymond	Francis Urban	Patsy Ramagli	Michael Solimando	Joseph Solimando, Jr.	201 262-6086
Englewood§	MC	25	Walter S. Taylor 12/75	Thomas H. Hissom 73	Joseph T. Carney	Joseph Silberberg	Joseph Marson	Thomas Ryan	Ernest Hendricks	201 567-1800
Englewood Cliffs b	MC	6	Thomas E. Stagnitti 75	. . . .	William R. Talbot	Richard Nordlinger	John Fortunato	Fred Witte	Frank Gerard	201 569-5252
Essex Fells b	MC	3	Wallace S. Jones 12/77	Walter S. Steinmann 73	Walter S. Steinmann	Marie B. Addis-3	Thos. Intile	William Mabee	H. L. Ratzburg-4	201 226-3400
Evesham tp*	CM	13	Thomas DeGrandis	Charles P. Balczun 74	Charles P. Balczun	Samuel Pirollo	Donald Winner	Jos. Leedom	G. DeChurch-5	609 983-2900
Ewing tp	MC	33	Thomas DeMartin 12/74	. . . .	John A. Garzio	William E. Henn	. . . .	Calvin R. Steepy	Edward S. Zamonski	609 883-2900
Fair Haven b	MC	6	Robert A. Matthews 12/74	Roy W. Nelson	Roy W. Nelson	Roy W. Nelson	William P. Lang	Carl J. Jakubecy	. . . .	201 747-0992
Fair Lawn b*	CM	38	Robert Landzettel 12/74	George R. Pellack 59	Donald Debruin	A. P. Van Hoorn	Peter Monaco	Louis Risacher	Leonard Knapp	201 796-1700
Fairfield b§	MC	7	John J. Francavilla 12/76	Marvin Corwick 72	Harold S. Courter	Marvin Corwick	Henry Ober	. . . .	Charles Burns-4,5	201 227-0580
Fairview b	MC	11	Charles Porschen 12/75	. . . .	John G. Tomaras	Anthony M. Orecchio	Dominick Mantone	Thomas Covone	Mario Saracino-5	201 943-3300
Fanwood b	MC	9	Theodore F. Trumpp 12/75	. . . .	John H. Campbell, Jr.	Llewyellen Fisher	Henry E. Piekarski	Joseph L. Gorsky	John M. Coulter	201 322-8236
Flemington b†	MC	4	John E. Bush, Jr. 74	. . . .	Susan A. Buchanan	Florence Miller	William Bodine	Barton A. Evans	William O'Hare	201 782-6311
Florham Park b§	MC	8	Gerard R. Hughes 12/75	Horace E. Knapp, Jr. 68	Horace E. Knapp, Jr.	. . . .	Eugene C. Jewell	Richard H. Ruzicka	Kenneth S. Gregory	201 377-5800
Fort Lee b	MC	31	Burt Ross 12/75	James J. Mulcare 73	Carol Kohout	Marvin Katz	Donald Porrino	Arthur Dalton	George Kellinger	201 947-9400
Franklin b	MC	4	William Hodas 75	. . . .	Rose S. Fletcher	Donovan Sheldon	Peter Vahaly	James J. Lacika	Earl Smith	201 827-9280
Franklin tp*	CM	30	Joseph Martino 6/75	. . . .	Lucie A. Lombardo	Henrietta Napear	Martin McLaughlin	Russell Pfeiffer	Rudolph Wittemann	201 844-9400
Franklin Lakes b	MC	8	Thomas Pawelko 12/74	. . . .	Carolyn Van Wieren	. . . .	Wayne Keene	Arthur W. Pickering	Henry Schlobohm	201 891-0048
Freehold b	MC	11	J. William Boyle 1/76	. . . .	Vivian Taylor	Vivian Taylor	J. Clinton Ebbesen	Henry T. Lefkowich	John J. Vreeland	201 462-2444
Freehold tp*	CM	13	Arthur Kondrup	Frederick E. Jahn 68	Harold H. Schank	Robert Jones	M. Rossi	T. W. Weathers	Wm. B. Dickerson	201 462-7900
Garfield*	CM	31	John Wisniewski 5/76	. . . .	Vaclow Dombal	John Nunno	Adam Zybura	Carmine J. Perrapato	James Benti	201 478-7040
Garwood b	MC	5	John J. McCarthy 12/74	. . . .	Phyllis Mone	William J. Gilbert	Pat Christiano	Fred Falzone	. . . .	201 789-0710
Gibbsboro b	MC	3	(not reporting)							609 783-6655
Glassboro b	MC	13	William L. Dalton 12/74	. . . .	Carl Halpin	Florence E. Kline	Samuel Reed	Philip Copplino	Clayton Platt	609 881-9230
Glen Ridge b	MC	9	John B. Van Zoeren 12/75	. . . .	Stephen C. Berry-2	Stephen C. Berry-2	William F. Vesterman	Arthur A. Robichaud	Maurits L. Modin-4,5	201 748-8400

Directory 1/9 continued — MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
NEW JERSEY (327) continued										
Glen Rock b	MC	13	William V. Benken 12/75	Robert Freudenrich	Mary H. Locke	Robert Freudenrich	Harry Williams	Neil Finn	Harold Meeks	201 447-2555
Gloucester City	MC	15	Vincent M. Dailey 12/74	. . . .	Thomas J. Kilcourse	Francis J. Gorman	James Durkin	Earl M. Moore	John Lincoln	609 456-0205
Guttenberg t	MC	6	Herman G. Klein	. . . .	Robert F. Sabello	. . . .	. . . .	. . . .	. . . .	201 868-3300
Hackensack*	CM	36	Michael J. D'Arminio 5/77	Joseph J. Squillace 64	Josephine Coogan	James S. Lacava-1	Charles H. Jones	Anthony Iurato	Joseph Casale	201 342-3000
Hackettstown t	MC	9	William Hobokan 12/75	. . . .	Wilbur C. Willis	. . . .	Clarence Tynan	Richard L. Armstrong	. . . .	201 852-3130
Haddon tp	MC	18	William Rohrer 5/75	. . . .	Florence Black	Gerald J. DeFelicis	William Morgan	Albert Lewko	Robert Wells	609 854-1176
Haddon Heights b	MC	9	J.I. McCullough, Jr. 12/74	. . . .	Ida Rita Walters	Anthony W. Petracci	Wm. B. Chain	Clifford S. Gill, Jr.	James Spates	609 547-0079
Haddonfield b§	CO	13	Wm. W. Reynolds, Jr. 5/77	John H. Marter 59	John Nusbaumer	Raymond Wheeler	John Howarth	Edward Shaughnessy	Wm. W. Reynolds, Jr.	609 429-4700
Haledon b	MC	7	William C. Heerema 12/74	. . . .	Conrad Klepeis, Jr.	Marie Cerino	Peter Flaker	Roy Martin	Fred Peloso	201 274-7766
Hamilton tp	MC	80	Fred J. Gmitter 12/74	Frank D. Girard 74	Thomas J. Warwick	A. Harry Glogoff	. . . .	John Bojarski	John D'Imemmo	609 586-3500
Hammonton t	MC	11	Russell P. Clark 12/75	. . . .	Dominic Ciao	Stefana J. Clements	John A. Santoro	Nicholas C. Cirillo	Joseph A. Caruso-5	609 561-0756
Harrington Park b	MC	5	Andrew Frank 1/76	. . . .	Don Horsey	George J. Kneeland	Joseph Parma	Henry C. Block	William Covert	201 768-1700
Harrison t	MC	12	Frank E. Rodgers	. . . .	J. M. Catrambone	John H. Flaherty-3	John M. Rodgers	. . . .	P. John McGuigan	201 483-7300
Hasbrouck Heights b	MC	14	William H. Imken 1/76	. . . .	Robert I. Rafford	Edward A. Borghi	John S. Ball	A. H. Van Houten	Allen Metzler	201 288-0195
Haworth b	MC	4	Herbert J. Ammerman 12/74	Virginia M. Michel	Virginia Michel	. . . .	William Fyfe	Gaston F. Michel	Donald Turton-5	201 384-4785
Hawthorne b	CO	19	Louis Bay, II 5/75	. . . .	James A. Kirkman	Arthur A. Brokaw	James Aldi, Jr.	Chas. F. Kenyon, Jr.	Harold S. Floyd	201 427-1168
Hazlet tp§	MC	22	Francis J. O'Brien 12/74	Robt. G. Weigand 72	John M. Costigan	Patricia M. Frank	Anthony DeMichael	William J. Smith	Herbert J. Kupfer	201 264-2225
High Bridge b	MC	3	(not reporting)							201 638-6455
Highland Park b	MC	14	G. Paul Beck 1/76	William F. Ducca 66	William F. Ducca	Wanda E. Hudson	Edward M. DiNapoli	. . . .	Anthony Lyons-5	201 572-3400
Highlands b	MC	4	(not reporting)							201 872-1515
Hightstown b	MC	5	Arthur N. Roach 12/74	. . . .	Miriam E. Hart	Edith V. Erving	Peter E. Esch	Lawrence W. Archer	Donald E. Watson	609 448-2188
Hillsdale b	MC	12	Richard H. Englander 12/75	. . . .	Edna S. Halloran	Edna S. Halloran	Jeremiah A. Mullins	Philip J. Varisco	Joseph C. Damico	201 666-4800
Hillside tp	MC	22	J Arnold Witte 12/74	. . . .	Louis A. Dischler	Bertha Brooks	Carmen R. Dill, Sr.	George A. Shelbourne	. . . .	201 926-3000
Hoboken	MC	45	Steve Cappiello	Herman Bier 67	Anthony J. Amoruso	Frank J. Bartletta	Patrick J. Carmody	George W. Crimmins	Raphael P. Vitale	201 792-3000
Hohokus b	MC	4	David F. Weeks	John B. Shuart 73	John B. Shuart	Peter Koole	Dieter Machoy	Robert Re	Albert Schutte-5	201 652-4400
Holmdel tp§†	MC	6	David Cohen	John Coughlin 72	John P. Wadington	John P. Wadington	Ralph Molzon	R. Bruce Phillips	Leon Avakian-4	201 946-4330
Hopatcong b	MC	9	Fred Gaeta 12/75	Louise J. Soffel	Louise J. Soffel	Wm. C. Parker	Joseph Sacco	Howard Karl	Calvin D. Bender	201 398-5200
Irvington t	MC	60	Robert H. Miller 7/78	Edward Pomerantz	Valentine P. Meissner	Vincent Foti, Jr.	Nicholas Bellerosa	Edward Oleksik	Adam Samiec	201 372-2100
Jackson tp§	MC	18	Ralph Finelli	David Miller, Jr. 74	John C. Kiebler	Alexander Platt	. . . .	Walter McCurdy	. . . .	201 928-1200
Jamesburg b	MC	5	Robert E. Garvey, Jr.	Thomas Colletti 74	Mary T. Schiano	Joseph Pergola	Robert Sanderson	Peter Giacomozzi	Gerald Ludwig	201 521-2222
Jefferson tp§	MC	14	. . . .	Thomas J. Grady 72	. . . .	. . . .	. . . .	. . . .	. . . .	201 663-3500
Jersey City§	MC	261	Paul T. Jordan 6/77	Peter A. Korn 72	Thomas F. X. Smith	Joseph Cahill-2	Raymond Gibney	Patrick McGee	William Spedding	201 434-3600
Keansburg b*	CM	10	Eugene Connelly	Eugene J. Bedell 74	Harvey Marion	Thomas Kipp	Gary M. Dethlefsen	Robert Kronenberger	Hugh R. Bowers	201 787-0215
Kearny t	MC	38	David C. Rowlands 12/75	. . . .	Stewart Aitken	Dennis M. Sherry	Joseph Philipps	Paul Mulligan	John Kurszwicz	201 991-2700
Kenilworth b	MC	9	William E. Conrad 12/75	. . . .	Margaret McGevna	. . . .	Walter Bury	Joseph DiMario	Anthony Zeleniak	201 276-9090
Keyport b	MC	7	William A. Ralph	John J. Wilson	Barbara M. Tice	. . . .	John Kovacs	William J. Geiger	. . . .	201 264-0431
Kinnelon b	MC	8	Glenn L. Sisco 12/74	. . . .	Teresa Y. Verin	Teresa Y. Verin	Ralph Grube	Allen R. Maher	. . . .	201 838-5401
Lakehurst b	MC	3	Edgar L. Sciley 12/75	. . . .	Alyce M. Fensterer	Kathleen Saunderson	Lawrence McDermott	David Exel	Charles L. Thomas	201 657-4141
Lakewood tp*	CM	25	H. George Buckwald 12/74	Thomas L. LaPointe 68	Margaret K. Baggitt	James H. Dickerson	Gilbert J. Carlson	William C. Poole	Gilbert J. Carlson	201 364-2500
Lambertville	CO	4	Phillip L. Pittore 76	. . . .	Mary E. Sheridan	Phillip L. Pittore	Clarence Williams	Frank P. Masterson	Anthony J. Nanni	609 397-0110
Laurel Springs b†	MC	3	Jonathan Woodcock 12/74	. . . .	Doris L. Miller	Jack H. Hagen	Vernon Leeds	Gary T. Simon	. . . .	609 784-0500
Lawnside b	MC	3	(not reporting)							609 547-6133
Lawrence tp*	CM	20	Frank Nerwinski 12/75	George M. Gottuso 73	Theodosa Laue	George M. Gottuso-2	. . . .	William Seabridge	Kenneth M. Huber	609 896-9400
Leonia b	MC	9	. . . .	Reagan Burkholder 74	. . . .	. . . .	Anthony Liccardo	Manfred Ayers	Reagan Burkholder	201 944-4250
Lincoln Park b§	MC	9	William A. Dixon 1/75	Paul F. Gleason 73	Margaret T. Cook	Joseph Guistino	George T. Cobb	George Scherer	George T. Cobb	201 944-0745
Linden	MC	41	John T. Gregorio 12/74	. . . .	Henry J. Baran	Chas. S. Valvano, Jr	Frank J. Miklos	Domenic D. Lello	John Mesler, Jr.	201 486-3800
Lindenwold b	MC	12	(not reporting)							609 783-2121
Linwood	MC	6	(not reporting)							609 927-4108
Little Falls tp	MC	12	Edward J. Shaara, Jr. 12/74	. . . .	Mrs. M. Montgomery	Elmo G. Valle	Raymond Seugling	John Suchorsky	Robert D. Steffy	201 256-0170
Little Ferry b	MC	9	Malcolm W. Hill 75	. . . .	John Bacik	Michael Iacobino	Jacob Lawrence	Albert Heubel	Joseph Bosotina	201 641-9234
Little Silver b	MC	6	Charles F. Rell	Stephen G. Greenwood	Stephen G. Greenwood	Charles J. Olson	Robert Garrison	John Foster	W. Russell Malone	201 842-2400
Livingston tp*	CM	30	Kenneth W. Welch 12/74	Robert H. Harp 57	William P. Schilling	Robert H. Harp	Charles W. Schilling	William M. Hucker	N. N. Papandrea-4	201 992-5000
Lodi b	MC	25	John Bombace 5/78	C. Robert Vallone 74	Steven Sireci, Sr.	Ronald L. Gasalberti	Edward R. Sagui	Robert Facella	. . . .	201 777-7345
Long Branch	MC	32	Henry R. Cioffi 7/78	Vincent J. Mazza	. . . .	Catherine Howland-2	Samuel Juliano	John Buffin	. . . .	201 222-7000
Lyndhurst tp	CO	23	A. Scardino, Jr. 5/77	. . . .	Herbert W. Perry	Angelo Checki, Jr.	Arnold Holzherr	Howard Lidole	Walter S. Janowski	201 438-5120
Madison b§	MC	17	Glenn O. Head 12/75	Arnold C. Matthies 71	Arnold C. Matthies	. . . .	John J. McLaughlin	Harry W. Bartow	John Artiglere-5	201 377-8000
Madison tp*	CM	49	William E. Flynn 12/75	L. A. Kenyon 71	Mary M. Brown	Barry R. Chaiken	. . . .	George G. Gillard	Rocco Donatelli	201 721-5600
Magnolia b	MC	6	Joseph A. Adolf 12/75	. . . .	Joanmarie F. Hunt	Helen M. Bradley	Thomas Euler	Henry Jefferson	Joseph P. Miles	609 783-1520
Manasquan b	MC	5	Stuart R. Hancock 12/75	. . . .	Mildred W. Collard	Charles E. Patterson	Robert H. Gardner	William A. Morton	William Tilton-5	201 223-0544

Manville b	MC	13	Albert R. Palfy 12/74	Francis A. Peltack	Francis A. Peltack	Dorothy Peltack	Edward Washelofski	Theodore Lapay	Stanley Mleczko	201 725-9478
Maple Shade tp.	CO	16	Joseph Pasquariello 12/74	Charles R. Fenner 74	Rosemary Wallace	Charles R. Fenner	H. J. McCalla, Sr.	John G. Baugher	Thos. M. McGonigle	609 779-9610
Maplewood tp.	MC	25	Robert H. Grasmere	. . . .	W. M. Knox, Jr.	W. M. Knox, Jr.	Harry L. Yourth	William C. Peto	Walter A. Schaefer-4	201 762-8120
Margate City	CO	11	(not reporting)							609 822-0424
Matawan b	MC	9	Victor R. Armellino 12/75	Michael Piperno	Madeline H. Bucco	. . . .	John Conlon	John E. Melna	. . . .	201 566-3898
Matawan tp*	CM	18	Philip N. Gumbs 12/75	Donald F. Guluzzy 74	Constance Petrillo	. . . .	. . . .	Ralph E. Wallace	. . . .	201 566-1070
Maywood b	MC	11	John A. Steuert, Jr. 12/75	. . . .	Ruth Calitre	Harold C. Hotaling	Paul Brauenig	Stanley Dutkus	Ernest W. Hanabergh	201 845-6655
Medford Lakes b*	CM	5	H. Earl Ritchie 5/78	John A. Weaver, Jr. 53	J. A. Weaver, Jr.-3	J. A. Weaver, Jr.	Walter Minzner	Thomas Smith	Carl Goodfellow-5	609 654-2155
Mendham b	MC	4	Harold A. Ketchum 12/74	Robert O. Snedaker 74	Gunnar M. Johnson	C. William Steelman	John Grassi	Earl Moore	David Crotsley	201 543-4555
Merchantville b	MC	4	G. Burton German, Jr. 12/74	. . . .	Daniel P. Gotthold	Daniel P. Gotthold	John T. Plasket, III	James F. Brandis	James E. Cogan, Jr.	609 662-2474
Metuchen b§	MC	16	Donald J. Wernik 1/76	Harold M. Klein 71	Eleanor M. Brennan	Eleanor M. Brennan-3	George McGuinness	Edward F. Leiss	George F. Hutchinson	201 549-3600
Middlesex b	MC	15	Martin Matuskiewicz 12/75	. . . .	Margaret Hanania	John H. Ross	L. Joseph Leccese	A. Simpf	Frank Palazzi-5	201 356-7400
Middletown tp§†	MC	55	Thomas Lynch	George E. Smith 74	Thomas J. Magin	Herbert E. Bradshaw	I. Irwin Hendricks	Joseph McCarthy	Harry Bisco	201 671-3100
Midland Park b	MC	8	Robert J. Hamilton 12/75	. . . .	Thomas McKim	Thomas McKim	Henry Amos, Jr.	John Molenstra	. . . .	201 445-5720
Millburn tp	MC	21	C. Thomas Thomas 12/74	John W. Pritchard	John W. Pritchard	John W. Pritchard	William V. White	W. P. Tighe, Jr.	John S. McGarvey	201 376-2030
Milltown b	MC	6	David B. Crabiel 12/75	. . . .	Mary I. Floyd	Earl Rideout	Charles Betzler	Hugo Stockburger	Glen R. Newman	201 828-2101
Millville†	CO	21	Edward H. Salmon 5/77	. . . .	Conrad A. Waltman	C. M. Goodwin, III	Carlton V. Reeves	Chas. H.Pangburn, Jr.	Edward H. Salmon	609 825-7000
Montclair t.	CO	44	(not reporting)							201 744-1400
Montvale b	MC	7	Willis Swales 12/75	. . . .	Hazel M. Wermer	. . . .	Edward Gardenier	George M. Hecker	Louis E. Bradley	201 391-5700
Moonachie b	MC	3	Dominick Casamassina 12/74	. . . .	Kenneth Izzo	Kenneth Izzo	Kenneth Denny	Albert R. Faul	Joseph Caporaso	201 641-1813
Moorestown tp*	CM	16	William A. Angus, Jr. 12/74	Alfred S. Harding 67	Doris M. Fisher	William H. Cromley-2	Arthur T. Inman	Loyd A. Barrentine	John T. Carney-5	609 235-0912
Morris Plains b	MC	6	John A. Wyckoff	Edward D. Tartaglia 74	Ruth C. Mills	Jean D. Osborne	R. W. Montgomery	George F. Burns	Vincent J. Romano	201 538-2224
Morristown t	MC	18	David V. Manahan 12/77	Jerry A. Bittner 74	Arthur A. Vigilante	Dorothy F. Johnson	George E. Nixon	Richard C. Smith	Victor Woodhull	201 538-4300
Mount Arlington b.	MC	4	Robert J. Rooney 12/74	. . . .	Linda Frank	. . . .	Robert Kadel	Edmund Secula	Clark Steelman	201 398-6832
Mount Ephraim b	CO	6	H. W. Barracliff 5/75	. . . .	Paul Maxwell	James E. O'Brien	. . . .	Joseph Graham	Thomas A. Brown	609 931-1546
Mount Holly tp*	CM	13	Joseph D. Weber, Jr. 7/78	Robert F. Casey 72	Marion H. Baratta	Robert L. Emmons	H. Bozarth	E. Stafford	Joseph Gregory, Jr.	609 267-0170
Mount Laurel tp*	CM	11	William H. Fessler 12/74	George T. Meholick 71	Linda C. Dennin	Jack R. Clemens	James Boyd	Howard J. Graff	Everett G. Johnson-5	609 234-0001
Mount Olive tp§	MC	10	Charles Spangler 12/75	Robert McGregor 72	Grace Hilpert	Rosemary Storm	Robert McLaughlin	Roger Stephens	. . . .	201 347-0227
Mountain Lakes b	MC	5	William J. Robinson 12/74	John W. Hurst	Beverly Poindexter	Renton Bond	D. C. Barton	Joseph Spinozzi	William F. O'Brien	201 334-3131
Mountainside b	MC	8	Thomas J. Ricciardi 12/75	Helena M. Dunne	Helena M. Dunne	Ruth E. Gibadlo	Ronald Huter	Edward J. Mullin	Robert Koser	201 232-0065
National Park b	MC	4	Francis A. Witt 11/76	. . . .	Eileen M. Durning	Anna M. Cianci	Harry Dunn	Walt Miller	Titus Rodenbaugh	609 845-3891
Neptune tp	CO	28	Joseph M. Pepe 12/76	James T. Burke 74	Joseph E. Bennett	Thomas Nicol	James Cadigan	A. LeRoy Ward	Gilberto Melendez	201 988-5200
Neptune City b	MC	6	Holmes A. Adams 75	. . . .	Harold J. Rowland	Harold J. Rowland	Glen Hulsart	Richard F. Cottrell	. . . .	201 776-7224
Netcong b	MC	3	Dominick Arbolino 12/75	. . . .	Thomasina Grogan	Joseph Togno	Paul Dirupo	Andrew Gugliemini	. . . .	201 347-0252
New Brunswick	CO	42	Aldrage Cooper, Jr. 12/74	Edgar T. Savidge 72	William J. Cahill	George T. Cox	Pierce J. Masterson	John T. O'Brien	. . . .	201 545-4700
New Hanover tp	MC	27	Patrick G. Malloy 12/74	James J. Nash, Jr. 74	John Keller, Jr.	James J. Nash, Jr.	Donal B. Malloy	James J. Nash, Jr.	Daniel Kasporwitz	609 758-2172
New Milford b	MC	20	Albert E. Logan 12/74	Frank J. J. Kehoe	Frank J. J. Kehoe	Martha Sims	Gustav Schmidt	Patrick Jodice	Ross Zisa	201 262-6100
New Providence b	MC	14	Edward M. Bien 12/74	. . . .	John D. Clark	Jane K. Parcells	James Johnston	Carl H. Ehnis	Norman H. Gehri-4	201 665-1400
New Shrewsbury b	MC	6	Robert F. Henck	Jerome S. Reed	Jerome S. Reed	Ann C. Ervin	. . . .	James A. Herring	. . . .	201 542-3400
Newark§	MC	382	Kenneth A. Gibson 7/78	William H. Walls 74	Frank D'Ascensio	John Grexa	John P. Caufield	Hubert Williams	Samuel A. Friscia	201 733-6400
Newton t*	CM	7	Arthur C. Frisbie 6/75	Richard W. Deaney 71	Douglas L. Cummins	Stanford Tidaback-2	Joseph Zukowski	Ralph Carey	M. Hampton Byram-4	201 383-3521
North Arlington b	MC	18	(not reporting)							201 991-6062
North Bergen tp†	CO	48	Peter M. Mocco	. . . .	Joseph Mocco, Jr.	Robert Zink	Warren Andes	George Lehman	Robert Zink	201 863-8500
North Brunswick tp	TM	17	(not reporting)							201 247-1408
North Caldwell b	MC	6	Francis X. Jones 12/74	Evelyn H. Lickfeld	Evelyn H. Lickfeld	Evelyn H. Lickfeld	Richard Damkoehler	C. A. Speller, Jr.	Theodore Stephenson	201 228-4444
North Haledon b	MC	8	Alvin G. Blau 12/74	. . . .	Rachele Zayas	James C. Ruitenberg	John DeKorte	Frank Von Atzingen	Robert Mott	201 427-7793
North Plainfield b	MC	22	Edward J. Brady 12/74	. . . .	Lucy M. Borman	Irene W. Bohr	Charles J. Kmosko	Jack B. Ralli	Steve Novak	201 756-5603
North Wildwood	MC	4	Anthony T. Catanoso 12/77	. . . .	Jos. J. Stockridge	Rosario R. Versaggi	George Curvan	Leroy Baker	David E. Baker	609 522-2411
Northfield	MC	9	Otto Bruyns 12/75	. . . .	William R. Casto	Robert E. Vogel	Howard Revelle	Edwin L. Kroger	. . . .	609 641-2832
Northvale b	MC	5	. . . .	. . . .	Victor DeMartini	. . . .	Richard Remy	Richard Firenze	Russell Kunz	201 767-3330
Norwood b	MC	4	Raymond E. McKenna	. . . .	Dorothy Heffernan	Dorothy Heffernan	Anthony Gangeri	Frank D'Ercole	Rocco Cerbasi	201 768-1224
Nutley t	CO	32	Carmen A. Orechio 5/76	. . . .	Eunice P. Drake	William J. Jernick	Conrad Windheim	Francis T. Buel	John H. Lucy	201 667-2800
Oakland b*	CM	14	(not reporting)							201 337-8111
Oaklyn b	MC	5	M. B. MacNaul 12/75	. . . .	Marie McMahon	Bernard Kirk	Dave Aron	John V. Laggy	T. LaMarra	609 858-2457
Ocean tp*	CM	19	Joseph A. Palaia 7/75	Ronald Frano 71	Marie K. Jones	Ronald Frano	. . . .	Neil Tantum	Albert F. Koenig	201 531-5000
Ocean City	CO	11	B. Thomas Waldman 5/75	. . . .	Loretta C. Marshall	Anthony E. Imbesi	Ferdinand Taccarino	Dominic Longo	B. Thomas Waldman	609 399-6111
Oceanport b	MC	8	Elwood L. Baxter 12/75	. . . .	Joyce B. Mahar	Harry Van Note	Edward Ryan	Robert Berry	. . . .	201 222-8221
Old Tappan b	MC	4	Walter H. Frueh 1/76	. . . .	Frank B. Recktenwald	John McKittrick	Robert Kober	John Kramer	Harry Lake	201 664-1849
Oradell b	MC	9	Frederick E. Wendel 12/75	Stanley J. Kufel	Stanley J. Kufel	. . . .	. . . .	. . . .	. . . .	201 262-0558
Orange	MC	33	Carmine E. Capone 5/78	. . . .	Michael J. Donlon	Anthony Della Salla	Harry Coponi	Eugene Uricoli	Carmine E. Capone	201 678-0100
Palisades Park b	MC	13	D. Thomas Toscano 12/74	. . . .	Shirley O. Elfast	Patricia Albanese	Harold Farrar	Gerald Blessing	. . . .	201 944-2753
Palmyra b	MC	7	Roy W. Myers 12/75	John R. Makin, Sr.	Margaret H. Bradshaw	Donald R. Martin	William Wolfschmidt	Payton I. Flournoy	. . . .	609 829-6100
Paramus b§	MC	29	Charles E. Reid 12/74	Charles Melchior 71	Jean Palitto	Preston J. O'Toole	Gerald Maxwell	John P. Nicolas	James J. Tedesco	201 265-2100
Park Ridge b	MC	9	Edward M. Cornell, Jr 12/75	. . . .	William D. Halsey	John J. Healey	. . . .	. . . .	. . . .	201 391-4626
Parsippany-Troy Hills tp	MC	55	John T. Fahy 12/77	Max Auerbach	George V. Clark	Max Auerbach	. . . .	Elwood Fox	Wilbur F. Downing, Jr	201 334-3600
Passaic*	CM	55	Gerald Golman 6/75	Richard D. Mohr 74	Anthony C. Martini	Albin T. Wolak	Louis Jaffe	Kenneth Hill	. . . .	201 471-3300
Paterson	MC	145	Lawrence F. Kramer	. . . .	Sylvia McEachern	. . . .	Harold Kane	James T. Hannan	. . . .	201 684-5800

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
NEW JERSEY (327) continued										
Paulsboro b†	MC	8	Neil Dempsey 12/75	. . . .	Ernest S. Meringer	M. Jeannette Dinardo	Edward McMahon, Jr.	Daniel Angelucci	Casto Hall	609 423-1500
Pemberton tp§	MC	20	. . . .	Joseph A. Kane 74	. . . .	. . . .	. . . .	. . . .	. . . .	609 894-9201
Penns Grove b	MC	6	Robert G. Fenwick 12/75	. . . .	James Pelura, Jr.	Angeline Gagliardi	Ralph Willis	Carlo DiTeodoro	. . . .	609 299-0055
Pennsauken tp	CO	36	Manrico D'Anastasio 12/74	Richard H. Knopf	Gertrude E. Ruddick	Stella Cimino	Blair Hutton	. . . .	Manrico D'Anastasio	609 665-1000
Pequannock tp*	CM	14	Donald Kuser 12/74	David Ferguson 72	Elizabeth D. Eley	David Ferguson	Ed Ver Hage	John Hinchman	Ted Snure	201 835-5700
Perth Amboy§	CO	39	Alexander Jankowski 6/76	Robert Cabana 73	Harold E. Augustine	John A. Mika	Joseph Jugan	Paul Jankovich	Joseph Greiza	201 826-0290
Phillipsburg t*	CM	18	Anthony F. Stillo 7/75	Warren T. Curtis 69	Warren T. Curtis-2	Joseph Ritz	Edward Kelly	Charles S. Erdie	Natalie Moschini-4,5	201 454-5500
Pine Hill b	MC	5	Stephen W. Wilz 12/75	. . . .	Joan A. Schneebele	John Barsuglia	Victor Gerst	James LaGrande	Robert E. Gelow	609 783-0374
Pitman b	MC	10	Robert M. Shoemaker 12/75	Earl Curry	Earl Curry	. . . .	William Albers	Joseph Foster	William Lucas	609 589-3522
Plainfield§	MC	47	Paul J. O'Keeffe 1/78	Lawrence Bashe 74	Bernice M. Staats	Raymond Howell-2	John P. Townley	Patrick McColgan	Claude P. Miller	201 753-3000
Pleasantville	MC	14	Robert C. Johnson 12/76	David Flora 74	Edward M. Valleau	Raymond J. Beckman	Walter W. Schlundt	Richard Boney	. . . .	609 641-6200
Point Pleasant b	MC	16	Michael J. Valenti 12/74	. . . .	Harry E. Odell	William Fall	Bruce Seyfried	Wm. H. Beecroft	. . . .	201 892-3434
Point Pleasant Beach b	MC	5	Joseph F. Flynn 12/75	Robert A. Morris	Esther Winchklhofer	Esther Wincklhofer	Jack Newstedt	James Ferguson	James W. Lauler	201 892-1118
Pompton Lakes b†	MC	11	John D. Sterling 12/75	. . . .	Eugene W. Dockery	William Schneider	William McColl	Sandy R. Galacio	Joseph Black	201 835-0143
Princeton b	MC	12	Robert W. Cawley 1/76	Robert F. Mooney	Robert F. Mooney-2	Laurence B. Patterso	W. David McCloskey	Michael F. Carnevale	Donald T. Harney-4	609 924-3119
Princeton tp*	CM	14	Junius J. Bleiman 12/74	Joseph R. Nini 61	Joseph R. Nini	Joseph R. Nini-3	. . . .(6)	F. M. Porter, Jr.	J. G. Hodak-4	609 924-5749
Prospect Park b	MC	5	John Trommelen 12/74	John Pruiksma	John Pruiksma	Donald E. Van Heemst	John T. Hunt	Anthony Ver Hage	Nicholas W. DeGraaf	201 742-2625
Rahway§	MC	29	Daniel L. Martin 12/74	Robert W. Schrof 71	Robert W. Schrof	Roger Pribush-2	George Link	Theodore Polhamus	Frank Koczur-4	201 381-8000
Ramsey b	MC	13	(not reporting)							201 825-3400
Randolph tp*	CM	13	Lucien A. Vita	J. Peter Braun 73	Helen M. Bauer	Earl L. Snook	Jarvis Capps	Harold L. Booser	Michael Spillane	201 361-8200
Raritan b	MC	7	Pat Dipaolo 12/75	. . . .	Nicholas M. Esposito	Anthony J. Santora	Arthur Soriano	John Soriano	. . . .	201 725-3951
Red Bank b	MC	13	Daniel J. Ohern 12/74	. . . .	John Bryan	E. O. Lomerson-2	Charles Jones	George Clayton, Jr.	Henry Labrecque-4	201 747-5200
Ridgefield b	MC	11	Stewart V. Veale 1/76	. . . .	Ernest Cleri	Walter Pellacani	Bryan Sammartino	Thomas P. Mulligan	Robert Doidge	201 943-5215
Ridgefield Park v	CO	14	Gilbert A. Gibbs 5/76	. . . .	Harold J. Jones	Eugene P. McIntyre	Louis Scheuler	Richard LaTour	Gilbert A. Gibbs	201 641-4950
Ridgewood v*	CM	28	H. H. Bennett, Jr. 7/76	John A. Paulus 70	John A. Paulus	Edward F. Andercheck	William Haldane	John Orr	Robert Marshall-4	201 444-5500
Ringwood b	MC	10	(not reporting)							201 962-7037
River Edge b	MC	13	John F. Curran 1/76	. . . .	Angela L. Grillo	Edwin C. Herrick	George O'Connell	John H. Horstmann	Gerald Crum	201 262-1778
River Vale tp	TM	9	Edward V. Zucchi 12/74	Roy S. Blumenthal 71	Edna F. Garofalow	Olive Hashagen-3	Albert Krause, Jr.	Thomas Simpson	Frank Scott-5	201 664-2346
Riverdale b	MC	3	(not reporting)							201 835-4060
Riverside tp	TM	9	Joseph F. Clauss 12/74	William H. Ruehmling	Michael F. Chiaccio	William H. Ruehmling	Stanley Milewski	Thomas J. Titto	Robert E. Renshaw	609 461-0284
Riverton b	MC	3	S. J. Sorrentino, Jr. 12/75	. . . .	Anna May Whitelock	. . . .	Albert Reeves	Raymond Garman	P. S. Evert	609 829-0120
Rochelle Park tp	TM	6	Anthony Aita	. . . .	Irene McDermott	Anthony Aita	Patrick Davidson	Ernest Dawal	Eugene Schepers	201 843-2266
Rockaway b	MC	6	Stephen E. Drobesh 12/75	. . . .	Charles T. Nichols-2	. . . .	Robert Barrick	Michael Bahnatka	. . . .	201 627-2000
Rockaway tp§	MC	19	Robert A. Galdon 12/75	. . . .	Evelyn K. Moran	Francis E. McCudden	John Idland	Ernest A. Powers	Veejay Bhasin	201 627-7200
Roseland b	MC	4	(not reporting)							201 226-8080
Roselle b	MC	23	Anthony Amalfe 12/76	Louis R. Bass 74	Jean Krulish	Louis R. Bass-2	Richard W. Dowd	Charles Radecki	Thomas E. O'Neill	201 245-5600
Roselle Park b	MC	14	Eugene J. Carmody 12/74	. . . .	Jean Keenan	John P. Murphy, Jr.	George W. Giles	Thomas A. Quinn	Patsy Vecchio	201 245-2300
Rumson b	MC	7	John O. Teeter 12/75	. . . .	Albert A. Kerr, Jr.	. . . .	Harry Clayton	James K. Shea	William R. Murphy Jr.	201 842-3300
Runnemede b	MC	10	David L. Venella 12/74	. . . .	Mary F. Lafferty	John J. Wark	Daniel Cimini	Joseph W. Kessler	. . . .	609 939-5161
Rutherford b	MC	21	W. M. Einreinhofer 12/75	Robert DiTommaso 73	Helen J. Grayshan	Frank Blakeley	John Iosco	William F. Kraus	Hugh McDonough	201 939-0020
Saddle Brook tp	CO	15	Edward F. Kugler, Jr.	Homer B. Chandler	Ruth McGinnis	Freda G. Brett	Howard Mulder	Stephen Hrubec	Stanley Galorenzo	201 843-7100
Salem	MC	8	Kenneth R. Lewis 12/76	. . . .	Lee M. Munyon	David A. Cawman	Edward W. Pew	Robert R. Kelly	Kenneth L. Homan	609 935-0372
Sayreville b	MC	33	John E. Czernikowski 12/75	. . . .	Mary J. Kosakowski	James I. Lindsay	Robert Waitt	Raymond N. Sweeney	Russell Meyer	201 257-3200
Scotch Plains tp*	CM	22	Walter Grote	Daniel R. Allan 73	Helen M. Reidy	Dennis O'Neill	Harry Messemer	Joseph Powers	Ralph Dipaolo	201 322-6700
Secaucus t	MC	13	Paul Amico 1/76	. . . .	Alexander Schiesel	Francis E. Harff	Joseph Beckmeyer	. . . .	. . . .	201 863-2896
Shrewsbury b	MC	3	R. C. Lawrence, III 12/74	. . . .	Jean W. Fabry	. . . .	A.A.Hancher, Jr.	Raymond Mass	Louis Longo	201 741-4200
Somerdale b	MC	7	James Perry 12/75	. . . .	Ethel Ward	Elizabeth Caswell	Arthur Sipp	Robert M. Lawson	Robert Snyder	609 783-6320
Somers Point†	MC	8	John H. McCann, III 12/75	. . . .	Mary C. Lennie	Katherine E. Tebbs	Michael Denan	Charles B. Gray	Thomas Oliver	609 927-9088
Somerville b†	MC	14	Leroy Gunzelman, Jr. 12/74	Ralph D. Sternadori	Ralph D. Sternadori	Walter P. Michaels	Charles Lane	Charles Rostron	Edw. R. Westling, III	201 725-2300
South Amboy	MC	9	William E. O'Leary 12/74	Edward McLane	Natalie Brennan	John D. Leonard	Arthur Burke	Edward O'Leary	Charles Thompson	201 721-0064
South Bound Brook b	MC	5	Eric Gellerman 12/75	. . . .	Nicholas Rasnak	. . . .	Joseph Graber	Frank Sylvester	. . . .	201 356-0258
South Brunswick tp§	MC	14	Hans J. Rueschmann 12/74	Anthony Colasurdo 73	Gilbert J. Spahr	Joseph Rauch	Anthony Santowasso	. . . .	Arthur Bifulco	201 329-8122
South Orange v	MC	17	. . . .	Joseph V. Toner	John J. Connolly	Donald E. Platner	Joseph F. Allen	M. J. Kilcommons	. . . .	201 762-6000
South Plainfield b	MC	21	Joseph P. Coughlin 12/74	. . . .	William T. DeSabato	Eleanor Brodzik	James Saverd	Michael Oschanski	Julius Celentano-5	201 754-9000
South River b	MC	15	Walter C. Kulik 12/75	Wm. A Reichenbach 56	William A Reichenbach	John P. Milano	Eugene Kozicki	Michael Szoke	. . . .	201 257-1999
South Toms River b	MC	4	Gaetano J. Alaimo 74	. . . .	Edgar Tilton	. . . .	. . . .	Edward G. Hughes	. . . .	201 349-0403
Sparta tp*	CM	11	George Dykstra 7/75	William Curcio 74	Norma Sisco-1	Harry McDowell	Andrew Morgan	P. George Geffken	William Curcio	201 729-6174
Spotswood b	CO	8	Donald J. Brundage 5/75	. . . .	Mrs. R. Pasterczyk	Nathan DuBester	Raymond Paprota	William Steindecker	Harold Snure	201 251-3378
Spring Lake b	MC	4	(not reporting)							201 449-8920

Spring Lake Heights b	MC	5	Peter H. Maclearie 12/75	....	Robert E. Morris-3	Robert E. Morris	Robert Winemiller	Robert Worthington	Frank Walton	201 449-3500
Springfield tp	MC	16	Edward N. Stiso, Jr. 12/74	....	Arthur H. Buehrer	Barbara Thompson	Robert E. Day	George E. Parsell	Walter Kozub-4	201 376-5800
Stanhope b	MC	3	Joseph Keenan 12/74	....	Bonnie Lawrance	Elaine Struss	James Mutchelar	John Curtin	Michael Quinlan	201 347-0159
Stratford b	MC	10	Joseph J. Milano 12/75	....	Dorothy Carlson-2	Joseph A. Chiumento	Edward Herbert	Francis X. Washart	Richard Strathmeyer	609 783-0600
Summit	MC	24	Elmer J. Bennett 12/75	....	Harry C. Kates	John W. Savage-2	Charles Eakley	Thomas Finneran	David Coward-4,5	201 273-6400
Teaneck tp*†	CM	42	Frank W. Burr	Werner H. Schmid 59	Roslyn Endick	Gary Saage	Joseph Murray	Robert Fitzpatrick	Milton S. Robbins-4	201 837-1600
Tenafly b	MC	15	Walter M. Hartung 1/76	Richard O. Griffith 73	Vivian M. Purdy	Charles W. Syreen	Theodore Arzonico	Henry G. Reitz, Jr.	John Moscone	201 568-6100
Totowa b	MC	12	Samuel Cherba 12/74	....	Salvatore DelVecchio	Salvatore DelVecchio	Robert Dowling	Carmen Gaita	Aaron Pulhamus-5	201 345-1000
Trenton§	MC	105	Arthur J. Holland 7/78	Brian T. Baxter	Stanley H. Maziarz	John W. Comfort	Daniel George	John Prihoda	Jos T. Tuccillo, Jr.	609 392-3441
Union tp	MC	53	Anthony E. Russo 12/74	Louis J. Giacona 74	Mary E. Miller	Joseph J. Kmet	Vincent Dupre	....	William J. Buchanan	201 688-2800
Union Beach b	MC	6	A. T. Hennessy, Jr. 12/75	Mary Sabik 65	Mary Sabik	Greta Barker	....	Richard Trembley	....	201 264-2277
Union City	CO	59	William V. Musto	....	Peter Leone	C. Harrison Hultman	Joseph McCourt	Herman Bolte	Robert C. Botti	201 866-3232
Upper Saddle River b†	MC	8	Kenneth W. Sherwood 12/75	Peter J. Odo	P. J. Odo	A. L. Jackson	Kenneth Simpson	Andrew Otens	Peter Hennion	201 327-2196
Ventnor City	MC	10	Phillip B. Robinson 5/76	....	Sandra M. Biag	Louis Breslau-2	Thomas Fussner	William H. Alexander	John R. Best, III	609 823-4118
Verona b§	MC	15	Walter D. McKinley	Everett N. Leonard 70	Everett N. Leonard	Claire P. Boyle	Walter Trapp	Thomas Rock	Stephen Petro-4,5	201 239-5508
Vineland§	MC	47	Joseph H. D'Ippolito 6/76	Alfred W. Biondi 73	Anna Castellini	Joseph Leonardo-2	Lloyd Ronchetti	Ralph Mastrogiovanni	....	609 691-3000
Waldwick b	MC	12	Ralph W. Cook 12/75	....	W. Longson	Mrs. A. M. Portsmore	Celestino Leodori	P. Prattico	R. Ted Eyck	....
Wallington b	MC	10	Doris Mahalick 11/76	....	Lorraine Klamerus	Joseph E. Salko	Andrew Supchak	Edward Flejzor	Joseph Brunacki	201 777-4879
Wanaque b	MC	9	Frank H. Longo 12/74	....	Dorothy Kuenzler	Constance Spadaccini	Joseph Longo	Floyd L. Elston	....	201 835-0160
Washington b*	CM	6	Edward Strohl 12/74	Adam E. Sadowski 74	Adam E. Sadowski	Adam E. Sadowski	Paul Gyuricza	E. J. Skoog	Adam E. Sadowski	201 689-3600
Washington (Warren) tp	MC	4	Klaus A. Hingst 12/74	....	Robert L. Detrick	....	Carl Shotwell	John Corrigan	....	201 689-2841
Washington (Bergen) tp§	MC	11	John W. Stapleton	Joseph W. Garger 71	Victor Barbalinardo	Jacqueline Do	Paul Lehman	Chester Johnson	John Martini	201 664-4404
Washington (Morris) tp§	MC	7	James Laughlin, III 12/76	Harry Lee Voorhees 73	Lewis J. Richards	Edith Covert	Harold Hoffman	George Kluetz	Richard Barry-5	201 876-3315
Watchung b	MC	5	Kenneth D. Schmidt 12/74	Charles A. Curtis	Gladys Bartholomew-3	Gladys J. Bartholome	David Wardrop	Frank Wright	Charles A. Curtis-5	201 756-0080
Wayne tp	MC	49	Newton F. Miller 12/77	Jack D. Harman 74	John Phelan	John Aitken	Edward Kostalak	Thomas Robertiello	Anthony Buzzoni	201 694-1800
Weehawken tp†	MC	13	Stanley D. Iacono 12/74	....	Ella Thomas	Peter V. Borras	Robert Cahill	Joseph Lake	Charles Miller	201 867-1707
West Caldwell b	MC	12	William E. Dodge 12/74	Donald E. West	Donald E. West	Donald E. West	Frank C. Colavito	Robert A. Edwards	Charles R. Frint	201 226-2300
West Long Branch b	MC	7	Henry J. Shaheen 12/74	....	Frances I. Townsend	....	Frank Siciliano	Ira E. White	David C. Svenson	201 229-1756
West Milford tp*	CM	17	....	Peter F. Roan 69	George E. Eckhart	Gordon Vreeland	Frank A. Haycock	James Breslin	John O'Donnell	201 728-3731
West New York t	CO	41	Anthony M. Defino 5/75	....	Raymond Gabriel	James F. Langan	Charles Smith	Thomas Fitzpatrick	Joseph P. Oliveti	201 861-7000
West Orange t	MC	44	Wm. F. Cuozzi, Jr. 6/78	Douglas Coffey	Thurman J. Williams	James W. Clayton-2	Frank Capron	Patsy A. Defazio	John T. McCann-4	201 736-1500
West Paterson b	MC	12	Alfred H. Baumann 12/75	Alfred A. Reda	Alfred A. Reda	Charles Ulrich	Paul Salamone	Alfred O. Jackson	....	201 684-5800
Westfield t	MC	34	Donn A. Snyder 12/74	John F. Malloy	Joy Vreeland	Harold Zahler	Norman J. Ruerup	James Moran	James Josephs	201 232-8000
Westville b	MC	5	Harry V. Laskowski 12/74	....	Otto M. Bock	E. Millard Pallante	....	Harry Wienhardt	....	609 456-0030
Westwood b†	MC	11	William J. Woods 12/75	....	Anton Heins	Eugene F. Young	William White	John Cafaro	Tony Heins-5	201 664-7100
Wharton b	MC	6	Martelle Jones	A. P. Guadagnino	A. P. Guadagnino	William Fitcher	James Rhead	William Hocking	Joseph P. Repash	201 366-0481
Wildwood	CO	4	Guy F. Muziani 5/76	....	Edward Baker	Richard Lion	John D'Amico	Anthony Fulginiti	Wilbur J. Ostrander	609 522-2444
Wildwood Crest b	CO	3	Charles Guhr	....	Ethel A. Filer	....	Harry Stokes	Irv Unruh	Arthur Schard	609 522-2444
Willingboro tp*	CM	43	Barbara F. Kalik 12/74	John D. Tegley 74	Mildred Deasey	William J. Palmer-2	Howard Gaskill	Robert A. Rossell	Charles K. Van Sciver	609 877-2200
Wood-Lynne b	MC	3	John W. Fallon 12/75	....	Curtis Meyers	Michael J. Wolf	Charles Garnett	John J. Jankowski	....	609 962-8300
Wood-Ridge b	MC	8	Peter Incardone, Jr. 12/75	....	Joseph A. Scott	Clarence E. Mathe	Melvin Palmesino	Joseph Basciano	Gerald Gatto	201 939-0202
Woodbine b	MC	3	Victor Polise 1/75	....	Beatrice M. Eisenberg	Arthur Levy	Martin Bogushefsky	William S. Holmes	Arthur Kessler	609 861-2153
Woodbridge tp	MC	99	John J. Cassidy 12/75	Stephen J. Cuccio 74	Joseph V. Valenti	Kenneth C. Brennan-2	....	Joseph A. Galassi	Charles W. Beagle-4	201 634-4500
Woodbury	MC	12	Frederick K. Bayer 12/74	Alex G. Carson	Alex G. Carson	David J. Phillips	Raymond P. Sweeney	F. Dean Kimmel	Herbert H. Hood-5	609 845-1300
Woodbury Heights b	MC	4	(not reporting)							609 848-2832
Woodcliff Lake b	MC	6	(not reporting)							201 391-4977
Woodstown b	MC	3	William F. Holmes 12/75	....	James M. Edwards	....	John Slopey	Fred D. West	....	609 769-2200
Wrightstown b	MC	3	R. David Sperling 12/74	....	Linda Miller	James McMullin	Warren Jones	George Mathews	....	609 723-4450
Wyckoff tp	MC	16	(not reporting)							201 891-7000
NEW MEXICO (31)										
Alamogordo*	CM	23	G. M. Glover	John H. Keating 73	Patricia Fambrough	Dan Malone	Rex Carrell	Rex Carrell	John H. Keating	505 437-4530
Albuquerque*	CM	244	Harry E. Kinney 12/77	Frank L. Horan 74	Gisele Gatignol	Montrose G. Simms	Arthur B. Martinez	Robert V. Stover	Erwin F. Hensch	505 766-7550
Artesia	MC	10	Ernest C. Thompson	Joseph R. Howell	Harold Naylor	Harold Naylor	Dallas Golden	Bob Bishop	....	505 746-2122
Aztec*	CM	3	Flavio Chavez	Bernard C. Taylor 74	Elizabeth Bandy-2	Elizabeth Bandy-2	Don Griffin	Wm. Smith	Bernard C. Taylor	505 334-6189
Bayard v	MC	3	Lucy M. Escudero 78	....	Natalie Torres	....	Paul Martinez	Victor Torres	....	505 537-3531
Belen t*	CM	5	Neel Alexander 3/78	Richard E. Aragon 69	Richard E. Aragon	Richard E. Aragon	Paul Ray	Joe P. Gabaldon	Joe Pena	505 864-8221
Carlsbad*	CM	21	Walter Gerrells 3/78	Claude F. Tabor 66	Claude F. Tabor	Gerald O. Rhoads	C. C. Patton	Charles A. Galloway	Harold May-5	505 887-1191
Clayton t*	CM	3	Donald A. Reif 3/78	Robert O. Johnston 72	Archie L. Vigil	Archie L. Vigil	W. C. Wheatley	J. R. Hendrix	Robert O. Johnston	505 374-2711
Clovis*	CM	28	Charles M. Taylor, Jr 3/76	Marvin Hass 49	Olan Rains	Olan Rains	Joe Maddox	Nelson Worley	Clay Thomas-5	505 762-2921
Deming§	MC	8	Lloyd Pratz 3/78	E. J. Hooten 57	E. J. Hooten	....	Fred Rossiter	Arturo Roman	James Harris	505 546-8848
Espanola	CM	5	Santiago V. Martinez 3/78	....	Flora L. Martinez	Jose L. Silva	Glen Rusk, Jr.	A. B. Valdez	Arturo Trujillo	505 753-2377
Eunice	MC	3	James R. Atkinson 3/78	....	Harriet P. Reed	....	Clayton Wooten	Harlon Howell	....	505 394-2113
Farmington*	CM	22	Marlo L. Webb 4/78	C. M. Woodbury 64	Wilton D. Pine	Wilton D. Pine	W. E. McFarland	Roy D. Kerr	C. C. Cash	505 325-1981
Gallup t*	CM	15	Sam Ray 5/75	Paul McCollum 71	Dorothy Radosevich	Al Romero	Alfred Abeita	Robert Leyba	G. W. Petranovich-4	505 863-6871
Grants*	CM	9	Edward M. Wells 3/78	Arthur N. Marinelli 73	....	Ruby Pearson	R. C. Evans	Edgar C. Bell	Procopio Sanchez	505 287-4444
Hobbs*	CM	26	Max A. Clampitt 9/74	Joseph K. Harvey 71	Delia J. Loyd	Willie G. Ray	Lavern McCombs	Andrew James Palmer	James L. Morris	505 393-4107

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
NEW MEXICO (31) continued										
Jal	MC	3	Gary Blocker 3/78	. . . .	Keith Miller-2	Keith Miller-2	Robert Holzhueser	Claude H. Simpson	L. W. Ragain-5	505 395-2691
Las Cruces*	CM	38	Robert B. Munson 3/76	. . . .	. . . .	Richard Ratcliff	Juan Apodaca	Tony Gomez	Fred Ismond-5	505 524-8671
Las Vegas*	CM	14	Fidel Gonzales 3/76	Angie Encinias	Angie Encinias	Angie Encinias	Tony Ludi	Andy A. Vigil	. . . .	505 425-9381
Lordsburg	CM	3	Warren White 3/78	. . . .	Lupe P. Rivera	E. M. Fisher, Jr.	Charles R. Walter	C. C. Gray	Arturo V. Talavera	505 542-3421
Lovington t*	CM	9	Harold B. Denton 3/78	Joe F. Smith 66	Peggy Mann	Joe F. Smith	Wayne Benson	J. E. Polson	Merle A. Kindel	505 396-2884
Portales	MC	11	Mike Burns 3/78	George Speck 74	Florence Miller	Florence Miller	Edward Williams	O. B. Heisch	. . . .	505 356-4296
Raton*	CM	7	Bob Gurule 3/76	John H. Murphy 66	Eva Mae Sproule	. . . .	Emery Moore	Joe E. Vigil	. . . .	505 445-9551
Roswell*	CM	34	Jerry N. Smith 3/78	Robert J. Owen 73	W. M. Foster	W. M. Foster	George Daniels	L. M. Hall	Farrell McLean-4	505 622-5811
Santa Fe*	CM	41	Joseph E. Valdes 3/78	Phillip Baca 72	Bonnie Lopez-2	Edward Moya	Tom Broome	Felix Lujan	. . . .	505 982-4471
Santa Rosa§	MC	2	John J. Coury 3/78	. . . .	Rita F. Sanchez	. . . .	Arthur Ortega	Joe E. Martinez	Thomas A. Nichols	505 472-3181
Silver City t*	CM	8	Randall Gose 4/75	Wilson L. Conover 73	Michael H. Dyal	Michael H. Dyal	John Toledo	Thomas J. Ryan	A. M. Bosworth	505 538-3751
Socorro	MC	5	Eugene L. Coolson 5/78	Jean L. Fraissinet 74	. . . .	. . . .	Robert Glasscock	Felipe Baca	. . . .	505 835-0241
Truth or Consequences*	CM	5	James V. Mims 3/76	Charles Markosky 73	Evelyn B. Renfro	John Gustin	Leon Johnson	Charlie Sedillo	Alfred Armijo	505 894-2601
Tucumcari*	CM	7	James E. Saltz, Jr. 3/78	Alan Morris 72	Alan Morris	. . . .	Jack Bollinger	Santiago Santillan	. . . .	505 461-3451
Tularosa v	MC	3	Richard Guilez 3/78	. . . .	Margaret G. Gonzales	. . . .	Vicente Gallegos	Julian Maritinez	James F. Leo	505 585-2704
NEW YORK (267)										
Akron v	MC	3	(not reporting)							716 942-9636
Albany	MC	115	Erastus Corning, II 12/77	. . . .	Ralph A. Somerville	Lyle D. Hoffer	Joseph D. Fitzmaurice	Edward C. McArdle	Harry Maikels	518 472-8111
Albion v	MC	5	Donna S. Rodden 4/78	. . . .	Kathryn Monacelli	. . . .	Emanuel Burgio, Jr.	Jack Borello	Ellis A. Dilaura	716 589-9176
Alden v	MC	3	Joseph P. Staebell 4/76	. . . .	M. Joan Wieder	. . . .	Robert Fix	Anthony A. Calbretta	Bruce E. Sitzman	716 937-9216
Alfred v	MC	4	Gary S. Horowitz 4/75	. . . .	Anita E. Evans	Anita E. Evans	Richard Sands	L. E. Jamison, Jr.	. . . .	607 587-3088
Amityville v	MC	10	Humbert O. Martin, Jr 4/75	. . . .	Ernest D. Barker	Gordon H. Moore	Murney E. Lewis, Jr.	William J. Kay	Willard N. Hudson	516 264-6000
Amsterdam	MC	26	John P. Gomulka 12/75	Joseph Fusella	Genevieve R. Gobis	Walter Hroncich	Edward Schwartz	Jacob Bush	Raymond Halgas	518 842-5000
Angola v	MC	3	Kenneth Herman 3/77	. . . .	Marianne Arnold	Marianne Arnold	Henry Hornberger	Joseph Kane	Alton Orr	716 549-1126
Ardsley v*	CM	4	John R. Powell 3/75	Vincent Atalese 70	Vincent Atalese	E. Pascone	David L. Flynn	Stephen Blaha	Richard A. Fontana	914 693-1550
Attica v	MC	3	Richard W. Miller 4/75	. . . .	Kathleen Sennott	Kathleen Sennott	David Higgins	Thomas B. Meisner	William Mooney	716 591-0898
Auburn*	CM	35	Paul W. Lattimore 12/75	Bruce L. Clifford 66	Philip J. Conboy	Leo G. McGee	William D. Maywalt	John T. Costello	George L. Govern-4	315 252-9531
Avon v	MC	3	Charles D. Collins 4/75	. . . .	. . . .	Norma K. Stapley	Charles Farrell	Ronald E. McAfee	Jerry L. Rowe	716 926-8118
Babylon v	MC	13	Gilbert C. Hanse 3/75	. . . .	Mrs. A. E. Baxter	Bert V. Strandberg	Martin H. Albert	. . . .(6)	John McKeown	516 888-7300
Baldwinsville v	MC	6	Donald F. Colon 3/75	. . . .	Rita Virginia	John R. Miller	Thomas W. Perrin	Douglas W. Stinson	George Castor-5	315 635-3521
Ballston Spa v	MC	5	James A. Capasso 3/75	. . . .	Bernard Puckhaber	Russell Chamberlain	Robt. Creifields	Raymond McCarthy	John Thompson	518 885-5711
Batavia*	CM	17	James C. Holvey	Ira M. Gates 62	Charles M. Schultz	Ira M. Gates	Ralph Hyde	. . . .	Dennis Larson	716 343-8180
Bath v	MC	6	John C. Bryson, Jr. 3/76	. . . .	Lois Warren	. . . .	Robert Jenkins	Harry Bulkley	Wesley Payne	607 776-3811
Bayville v	MC	6	J. Howard Stapleton 6/78	. . . .	Mary C. Caronia	. . . .	Theodore Parente	. . . .	Theodore Parente	516 628-1439
Beacon	MC	13	(not reporting)							914 831-0302
Bellport v	MC	3	James L. Vaughan 7/75	. . . .	Robert L. Hawkins	Martha R. Houston	. . . .	. . . .	. . . .	516 286-0327
Binghamton	MC	64	Alfred J. Libous 12/77	Peter Capani, Jr. 70	Edith C. Lisi	Leon Rosenberg	John F. Cox	Leonard O'Day	Walter Fedourich	607 772-7000
Blasdell v	MC	4	Francis J. Metz 4/75	Francis Larosa 73	Francis Larosa	Francis Larosa	James Texter	Robert Palmer	Frank Sumera	716 822-1921
Briarcliff Manor v*	CM	7	Chester L. Fisher, Jr 4/75	Lynn M. McCrum 74	Elizabeth Sarich	Roger Biagi	Sidney Carter	Joseph McHenry	James P. Dimarzo	914 941-2060
Brighton t	MC	35	(not reporting)							716 473-8800
Brightwaters v	MC	4	Russell A. Gracy 7/76	. . . .	Anna May Garbedian	Eleanor J. Ross	. . . .	. . . .	S. T. Rigaro	516 665-1280
Brockport v	MC	8	James H. Stull 4/77	. . . .	Louie D. Smith, Jr.-2	. . . .	Allen C. Mercer	Donald M. Hare	Elliott J. Reynolds-5	716 637-5300
Bronxville v*	CM	7	C. Paul Slater 3/75	James E. Gordon 71	. . . .	John Gallaway	. . . .	Carl Steinmuller	Joseph Palumbo-5	914 337-6500
Brookville v	MC	3	Kevin P. Wait 3/77	Robert Kops 73	Norman Burkhardt	Norman Burkhardt	James DiResta	Jos. Copobianco	George C. Marris	516 626-1300
Buffalo	MC	463	Stanley M. Makowski 12/77	James W. Burns 73	Daniel L. Dropik	George O'Connell-2	Karl K. Kubiak	Thomas R. Blair	James J. Macdonald	716 856-4200
Camden v	MC	3	(not reporting)							315 245-0560
Canajoharie v	MC	3	John L. Tooker 4/75	. . . .	Ellen Post	. . . .	. . . .	. . . .	. . . .	518 673-5512
Canandaigua*	CM	10	T. Hamilton Kennedy 12/75	Frank Patrizio, Jr. 67	Francis Finnick	Francis Finnick	Stanley Kuras	Leland W. Pierce	Arvid Karkkainen-4	315 394-6230
Canastota v	MC	5	Ernest Emmi 4/75	. . . .	Minnie Corona	. . . .	. . . .	John V. James	Albert Deppoliti	315 697-7559
Canisteo v	MC	3	Arthur A. Burdick 3/75	. . . .	Paul B. McDaniels	Marion Campbell	Donald Merring	Clifton Wright	Clement Pierce	607 698-4553
Canton v	MC	6	Thomas F. Patterson	. . . .	I. H. Joyce	. . . .	William Bell	James Cunningham	Morton Stacy	315 386-2871
Carthage v	CM	4	Angelo Franck 3/76	. . . .	John McGraw	. . . .	George Loomis	Vincent J. Frank	. . . .	315 493-1060
Catskill v	MC	5	John W. Scheid	. . . .	Ruth V. Schmidt	Ruth V. Schmidt	William Rappleyea	. . . .	Joseph F. Cole-4	518 943-3830
Cayuga Heights v	MC	3	F. G. Marcham 4/76	. . . .	Rose M. Tierney	Gordon B. Wheeler	Lowell T. George	Harlin R. McEwen	John B. Rogers	607 257-1238
Cazenovia v	MC	3	Arthur E. Stratton 4/75	. . . .	Elizabeth Marshall	. . . .	J. Leo Costello	Joseph C. Schelah	. . . .	315 655-3041
Cedarhurst v	MC	7	Nicholas A. Farina 3/75	. . . .	Palmer D. Farrington	. . . .	. . . .	. . . .	Thomas Cittadino	516 295-5770
Chittenango v	MC	4	W. Edison Mann	. . . .	Marjorie Macdonald-1	Jean Evans	Joseph Froio	Joseph Froio	Norman McGowan-5	315 687-2111
Clyde v	MC	3	Arthur I. Coddington 5/76	. . . .	Kenneth Lundy	Kenneth Lundy	Paul Ferindino	Arthur I. Coddington	Michael DeSanto	315 923-3971

Cobleskill v	MC	4	Leon E. Wilson 3/75	. . . .	Claire Winegard-3	. . . .	Paul Thorington	Louis Northrup	William Angle-5	518 234-3891
Cohoes	MC	19	Virginia B. McDonald 12/75	Lawrence R. Favreau	Letitia V. Rigney	Shirley Hubert	Raymond K. Lamora	Michael Robich	James Crighton	518 237-7811
Colonie v	MC	9	Charles S. Milton 3/75	. . . .	Marion Salladin	Marion Salladin	Bill Dobbs	. . . .	Ralph Warren	518 869-7562
Corinth v	MC	3	(not reporting)							518 642-1500
Corning	MC	16	Joseph J. Nasser 12/75	. . . .	Clarence L. Nesbitt	Kathryn Ann Howland	Charles F. Houper	Arthur R. Webster	Gerald Eaton	607 962-7922
Cortland	MC	20	Samuel L. Forcucci 12/75	. . . .	Norma T. Riley	H. Patrick McEvoy	Francis J. Quinlan	Kenneth W. Sherry	Yale Hughes-4,5	607 756-6521
Croton-on-Hudson v	MC	8	S. H. Kellerhouse 4/75	Gordon K. Cameron	Gordon K. Cameron	Richard J. Campbell	Bruno Pesavewto	George Kingsley	John Lambert	914 271-4781
Dannemora v	MC	4	William E. Donahue 3/75	. . . .	Anita C. Real	Anita C. Real	Robert S. Mullady	William E. Donahue	R. H. Chase, Jr.-5	518 492-7000
Dansville v	MC	5	C. Edward Hindle	. . . .	Nancy J. Wise	Nancy J. Wise	Harry Cartwright	Glenn G. Bovee	Harish Rastogi	716 987-5330
Delhi v	MC	3	(not reporting)							607 746-2458
Depew v	MC	22	John J. Potter 3/75	. . . .	Lillian Ansel	Edward Pyc	Donald Wegst	Louis R. Wenzka	Vincent Lipuma	716 683-1400
Dobbs Ferry v	MC	10	(not reporting)							914 693-2203
Dolgeville v†	MC	3	Harry J. Carter 3/75	. . . .	G. D. Bloodough-2	G. D. Bloodough-2	Charles Guile	James F. Grose	Reuben Gray	315 429-9775
Dunkirk	MC	17	Leon A. Damian 12/75	. . . .	Daniel Polowy	Norman Woloszyn	Ronald Kaus	Edward J. Mulville	William Larson, Jr.	716 366-1600
East Aurora v	MC	7	Walter E. Nicoloff 4/76	Lawrence E. Eyres	L. E. Eyres-1,2,3	L. E. Eyres-1,2,3	David Ehlers	M. Raymond	Roy W. Lang-5	716 652-6000
East Hills v	MC	9	William R. Fleischer 4/75	. . . .	Earl R. Ueckerman	. . . .	. . . .	. . . .	Stanley Ochtera	516 621-4251
East Rochester v	MC	8	Anthony Della Pietra 3/75	. . . .	Frances R Cimicata	. . . .	Richard Stenglein	Joel Rotunno	Armand Pizzingrilli	716 586-3553
East Rockaway v	MC	10	Arnold E. White 3/75	. . . .	William R. Overs	William R. Overs	John Baroni	. . . .(6)	Joseph Papa-5	516 599-1211
East Syracuse v	MC	4	(not reporting)							315 437-3541
East Williston v	MC	3	Frank Meyer 3/75	. . . .	Eliz. Ricciardelli	Russell Burch	Chris Abernathy	. . . .	Emmett Bowker	516 746-0782
Ellenville v*	CM	4	Robert Dowling 4/75	Modris G. Pukulis 73	Lillian Finkelstein	Joe Galandiuk-2	Greg Fallon	William Trapnell	. . . .	914 647-7080
Elmira*	CM	40	Richard C. Loll 12/75	Joseph E. Sartori 72	Mary F. Bost	Cyril J. Kuttenkuler	Edward T. Hintz	Thomas J. Donnells	Albert DeRenzo	607 734-2044
Elmira Heights v	MC	5	(not reporting)							607 733-6589
Elmsford v	MC	4	Lawrence J. Batchie 4/76	. . . .	Barbara Bernardo	James Curtin	Anthony Gabriele	Geo. L. McElroy, Jr.	Roger A. Girling	914 592-6555
Endicott v	MC	17	(not reporting)							607 754-2400
Fairport v	MC	6	Peter J. McDonough 4/75	. . . .	Margaret Welch	Margaret Welch	W. Robert Brown	. . . .	Maurice Rasbeck-5	716 381-1120
Falconer v	MC	3	(not reporting)							716 665-4400
Fallsburg t*	CM	8	. . . .	James D. Holzhauer 74	Ruth Rosen	James D. Holzhauer	. . . .	Seymour Farber	John Bowers-5	914 434-8810
Farmingdale v	MC	9	John T. Hallahan 4/76	James J. McKenna	James J. McKenna	James J. McKenna	Richard Steenbuck	. . . .	Hugh Newman	516 249-0093
Fayetteville v	MC	5	Russell A. Pairnell 5/76	. . . .	Jean K. Holland	. . . .	Charles Bender	Joseph J. Demore	Irving Hayes	315 637-9864
Floral Park v	MC	18	Henry W. Dwyer 4/75	. . . .	Donald J. Feehan	Donald J. Feehan	Edward Zuba	William G. Wagner	Joseph S. Johnsen	516 354-6200
Flower Hill v	MC	4	(not reporting)							516 627-2253
Fort Edward v	MC	4	Charles T. Mullen 4/77	. . . .	John Lindsay	John Lindsay	Richard Robinson	Lawrence Ives, Jr.	John Altizio	518 747-4023
Fort Plain v	MC	3	Richard Jacksland 3/75	. . . .	. . . .	Starr Cole	Carlton Swartz	Harold Wilday	Anthony Ciani	518 994-4271
Frankfort v	MC	3	John C. Pumilio 4/75	. . . .	Bennie P. Zito	Robert J. Bennison	Frank Potenza	George Grates	Dominick Mazzola	315 894-8811
Fredonia v	MC	10	Charles St. George	. . . .	B. Robert Rand	B. Robt. Rand	Neil McNeight	Robert Sisson	George Nutbrown	716 673-1325
Freeport v	MC	40	William H. White 4/77	. . . .	Thomas Devincenzo	James Lyons	William Casmasina	Anthony Elar	Edwin Prefer	516 378-4000
Fulton	MC	14	Percy E. Patrick, Jr. 12/75	. . . .	John F. Walsh, Sr.	Maurice Shapiro	C. Fern Laws	Donald Zellar	Carl R. Taylor	315 592-5390
Garden City v§	MC	25	Raymond L. Regan 4/75	Earl P. Sandquist 66	Earl P. Sandquist-3	Earl P. Sandquist	Robert H Olsen	William J. Kearns	B. J. Gorman-4	516 742-5800
Gates t	TM	26	Joseph W. Campbell 12/75	Joseph W. Campbell	Felicitas R. Schoeps	Joseph W. Campbell	Richard Ambeau	Thomas Roche	. . . .	716 247-6100
Geneseo v†	MC	6	George J. Scondras 74	. . . .	W. William Dunn	W. William Dunn	Terrell W. Price	William Roodenburg	. . . .	716 243-1177
Geneva*	CM	17	William G. Hoskins 12/75	Orville Over 64	Lucille Wright	Jerry Peel	Carlton Naegle	Herman J. Garrow	Donald A. Kinsella	315 789-2603
Glen Cove	MC	26	Vincent A. Suozzi 12/75	. . . .	Lois Stemcosky	Donald DeRiggi	James McQuade	Bernard Farnan	Ernest Pascucci	516 676-2000
Glens Falls	MC	17	Robert J. Cronin 12/77	. . . .	Mary M. McCall	Francis X. O'Keefe	Edward Butler	James E. Duggan	Horace E. Barber	518 792-3141
Gloversville	MC	20	Richard H. Hood 12/77	. . . .	Mario S. Balzano	Dolores E. Visconti	Kenneth E. Green	Mario J. Dimaio	W. Steven Seaboyer	518 725-4017
Goshen v	MC	4	Robert J. Rysinger 4/75	. . . .	Robert M. McMahon	John S. Keller	Floyd Howell, Jr.	Frederick G. Walker	Conrad A. Kroll, Jr.	914 294-6750
Gouverneur v	MC	5	(not reporting)							315 287-1720
Gowanda v	MC	3	(not reporting)							716 532-3353
Granville v	MC	3	(not reporting)							518 642-2640
Great Neck v	MC	11	Herman R. Sussman 7/75	. . . .	P. Bleimeyer, Jr.	P. Bleimeyer, Jr.	. . . .	. . . .(6)	Martin W. Nielson-5	516 802-0019
Great Neck Estates v	MC	3	(not reporting)							516 482-8283
Great Neck Plaza v	MC	6	Andrew L. Wurman 4/76	. . . .	Annette Bergman	Annette Bergman	. . . .	. . . .	Clifford Tooker	516 482-4500
Green Island v	MC	3	W. Matthew Levins 11/75	Bernard Davenport 74	Eugene J. O'Connor	Eugene J. O'Connor	Thomas J. Ward	John J. Feeley	William S. Cowieson	518 273-2201
Hamburg v	MC	10	Leon L. Lancaster, Jr 4/75	. . . .	Philip J. Riggs	Philip J. Riggs	Norman E. Haas	Francis L. Conroy	Leroy P. Leavell	716 649-0200
Hamilton v	MC	4	Robert H. Kiper 4/75	. . . .	Sidney A. Burgess	Sidney A. Burgess	William Basher	Robert E. Holcomb	John Rathbone-4,5	315 824-1111
Hastings-on-Hudson v*	CM	9	R. Sheldon Wagner 3/75	Robert D. McEvoy 71	Robert D. McEvoy	Elizabeth Bankowitz	Bernard Hoffman	David Totoro	Gilbert L. Burns	914 478-3400
Haverstraw v	MC	8	(not reporting)							914 429-5413
Hempstead v	MC	39	Dalton R. Miller 4/77	. . . .	Frank E. DeSetto	Donald M. Hollman	Alfred M. Kempf	Thomas H. Scott	John E. Cloudman	516 489-3400
Herkimer v	MC	9	Irwin Rockoff 4/75	William A. Fredlund	Felicia Griffin	Felicia Griffin-3	Richard Hall	Samuel J. Maytan	Zenon Czernecki	315 866-3303
Highland Falls v	MC	5	King J. Weyant, Jr. 5/77	. . . .	John E. Bourke	John E. Bourke	David Cullison	Ronald D. Aderholdt	John J. Gunza	914 446-3400
Homer v	MC	4	Harry A. Calale 4/75	. . . .	Mrs. B. A. Merrill	Mrs. B. A. Merrill	John Riter, Jr.	Thomas J. Davis	Carleton G. Thiel-5	607 749-3322
Hoosick v	MC	4	Richard A. Severson 4/75	. . . .	Doris McGuire	Bernice Norton	Walter Sprague	Royal Howard	Charles Stowell	518 686-7072
Hornell	MC	12	Andrew R. Mazzella 12/77	. . . .	Salvatore E. LoDato	Thelma Pelych	Herman Young	Kenneth C. Coogan	. . . .	607 324-1044
Horseheads v*	CM	8	Morris E. Blostein	R. Donald Lucas 70	Allen Folts-2	. . . .	Ray C. Margeson	Jesse E. Swackhamer	Ernest Jansen	607 739-5691
Hudson	MC	9	Samuel T. Wheeler 12/75	. . . .	Michael F. Troy	Ludwig Polidor	Floyd E. Kline	William F. Egan	Gotlieb Keil	518 828-1030
Hudson Falls v	MC	8	G. Roswell Earl 4/75	. . . .	Lorraine V. Philion	. . . .	Leo Labelle	Rudy Stautner	George Chadwick	518 747-5426
Huntington Bay v	MC	3	(not reporting)							516 427-2020

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
NEW YORK (267) continued										
Ilion v	MC	10	(not reporting)							315 895-7449
Irondequoit t	MC	64	. . . .	Donald A. Deming	Florian F. Wesley	Donald A. Deming	Gerald Yahn	Stewart Lebarron	Charles Frank	716 467-8840
Irvington v	MC	6	Robert D. Reisman 4/75	. . . .	Archie DiMiceli	. . . .	Dan Berry	James W. Mondelli	Thomas E. Depaoli	914 591-7070
Island Park v	MC	5	Michael A. Parente 4/78	. . . .	Harold J. Scully	Veronica Donohue	Saverio Giovanelli	. . . .	Michael Masone	516 431-0600
Ithaca†	MC	26	Edward J. Conley	. . . .	Joseph A. Rundle	Richard M. Daley	Charles Weaver	James Herson	Robert D. Dingman	607 272-1713
Jamestown	MC	40	Stanley N. Lundine 12/75	. . . .	Shirley A. Bratt	Joseph C. Johnson	Frank Stefanelli	John Ball	John Claypool	716 661-2200
Johnson City v	MC	18	(not reporting)							607 729-2296
Johnstown	MC	10	Peter S. Wilson	. . . .	Harvey Mansfield	Frank Kovarik-1,2	William Lavoie	Joseph Cerrone	Wm. F. Flaherty-4,5	518 762-3911
Kenmore v	MC	21	Robert A. Malloy 4/75	. . . .	Arthur A. Nist	Arthur A. Nist-3	W. E. McCreadie, Jr.	Elmer A. Arnet, Jr.	Michael Pratko-5	716 873-5700
Kings Point v	MC	6	Leonard S. Wegman 7/76	. . . .	Marian D. Dale	Michael Stein	. . . .	Frank M. Hartz	Lawrence Ninesling	516 482-7872
Kingston	MC	26	Francis R. Koenig 12/75	. . . .	Louis F. DeCicco	Francis H. Law	Robert L. Maines	Julius M. Glassman	Charles J. Cole	914 331-0101
Lackawanna	MC	29	Joseph R. Bala	. . . .	Gerald S. Depasquale	James Fennie-2	Edwin Kij	Joseph Deren	Michael J. Kogutek	716 826-4555
Lake Grove v	MC	8	Alex Pisciotta	. . . .	Mary C. Brady	Eugene C. Auer	. . . .	. . . .	Martin Metzner	516 585-2000
Lake Placid v	MC	3	Robert J. Peacock 4/75	. . . .	Bruce P. Aiken	Bruce P. Aiken	Victor Strack	Horace D. Pratt	John J. Fell-5	518 523-2597
Lake Success v*	CM	3	Jack G. Sahn 4/75	Jonathan Benedict 60	Jonathan Benedict-3	Jonathan Benedict	. . . .	Walter Ruckgaber	Frederick Ninesling	516 482-4411
Lakewood v	MC	4	Roland C. Rapp 3/75	. . . .	J. Parker Swanson-3	. . . .	Jackson W. Knowlton	Lee N. Kellogg	Wayne Tyler-5	716 763-8557
Lancaster v	MC	13	Urban H. Rozler 3/77	. . . .	Linus G. Eck	Linus G. Eck	Eugene Haas	Joseph A. Huber	Richard C. Bulman	716 683-3100
Larchmont v	MC	7	Kenneth H. Wanderer 4/76	. . . .	Barbara Wood	. . . .	Richard T. Clark	. . . .	F. F. Kellogg, Jr-4,5	914 834-6200
Lawrence v	MC	7	William D. Denson 7/76	. . . .	Peter W. Overs	Peter W. Overs	. . . .	. . . .	James Barberi	516 239-4600
Le Roy v	MC	5	(not reporting)							716 967-6350
Lewiston v	MC	3	Edward R. Shuster 3/75	. . . .	June Morrison	June Morrison	James Torrie	Frank Wasko	Ernest Murdoch	716 754-4216
Liberty v*	CM	4	Robert Klugman 4/75	William P. Buchanan 71	Immagene Travis-3	. . . .	Robert Sherwood	Wilbert Bitjeman	Donald Watson-5	914 292-6820
Lindenhurst v	MC	28	Thomas H. Kost 4/75	. . . .	Robert K. Sweeney	Jack Malmsheimer	Anthony Viola	. . . .(6)	Albert Bertolone	516 888-7500
Little Falls	MC	8	(not reporting)							315 823-2400
Liverpool v	MC	3	Oliver S. Masters 3/75	. . . .	Kathryn H. Green	. . . .	Maurice Thomson	Raymond H. Piper	Edward Witkoswki	315 457-3441
Lloyd Harbor v	MC	3	George C. Barclay 75	. . . .	Irene K. Alexander-2	Irene K. Alexander	. . . .	Ralph A. Hummel	Arnold B. Hedlund	516 423-9044
Lockport	MC	25	Raymond C. Betsch 12/75	. . . .	Kenneth F. Anderson	Thomas K. Costello	Thomas J. Darroch	J Paul Leyden	William J. Gerner-4	716 433-5988
Long Beach*	CM	33	. . . .	Richard J. Bowen 74	Frieda Mash	Jordan Roberts	Ely Altarac	Edmund Buscemi	Sidney Schiffman-5	516 431-1000
Lowville v	MC	4	(not reporting)							315 376-6711
Lynbrook v	MC	24	Francis X. Becker 4/75	. . . .	Joseph M. Vitelli-2	Joseph P. Larocco	Ralph Bien	Frank F. Kehr	Reginald Pilling-5	516 599-8300
Lyons v	MC	4	George C. Yackel 77	. . . .	William J. Maddock	James O'Neil	John F. Stephan	John S. Lese	. . . .	315 946-4531
Malone v	MC	8	Kenneth Tulloch 3/75	. . . .	Edgar H. French	Edward Raville	Leo Hosler	Robert Rivers	William Handley-5	518 483-4570
Malverne v	MC	10	T. L. Driscoll, Jr. 4/75	. . . .	William H. Gaddis	William H. Gaddis	William Cresswell	Raymond Garrigan	Henry Reder	516 599-1200
Mamaroneck v*	CM	19	A. C. Phillips, Jr. 4/75	Armand J. Gianunzio 70	Joseph P. Fraiolli-2	Joseph P. Fraioli	Francis O'Connor	Louis Lifrieri	Gilbert Fraioli	914 698-7400
Manlius v	MC	4	Keith M. Morgan, Sr. 3/77	. . . .	Mary Jane Mercier	Mary Jane Mercier	Robert Henderson	Thomas C. Whorrall	Philip St. Hilaire	315 682-9171
Manorhaven v†	MC	6	William P. Cerulli	. . . .	Elizabeth C. Dexner	. . . .	. . . .	. . . .	Joseph Nittolo	516 707-7131
Massapequa Park	MC	22	E. W. Sunderland 4/75	William H. Applegate	William H. Applegate	Wm. H. Applegate	. . . .(6)	. . . .(6)	Michael Hogan	516 798-0244
Massena v	MC	14	G. Laurence White 4/75	. . . .	Sandra A. Smith	Joseph F. Trombino	Philip Austin	Dale D. Wright	R. D. Cross	315 769-6924
Mechanicville	CO	6	John R. Fascia 12/77	. . . .	Helen C. Komoroske	Anthony M. Luciano	John S. Rinaldi	Joseph P. Ryan	Michael J. Ennello	518 664-4521
Medina v	MC	6	John B. Cobb 4/76	. . . .	Catherine M. Hoey	. . . .	Dell C. Stork	Homer H. Phillips	G. Wayne Ward	716 798-0710
Menands v	MC	3	(not reporting)							518 434-2922
Middletown	MC	23	Myron R. Perry 12/75	. . . .	Nicholas Vuolo	Nicholas Vuolo	Walter Richardson	Harold Weigele	Donald Walton	914 343-3187
Mineola v†	MC	22	Stanley W. Krause	. . . .	Lenora A. Wolsky	. . . .	Adam Mieczowski	. . . .(6)	. . . .	516 746-0750
Mohawk v	MC	3	Dorothy A. Murphy 3/75	. . . .	Judith A. Thomes	John W. Schoendorf	Samuel J. Cockett	Paul E. Currie	. . . .	315 866-4312
Monroe v	MC	4	Robert R. Gleason 75	. . . .	Geneva L. Wright	Marcella Hopwood	John Daly	Stanley G. Miller	S. J. Viscardo	914 782-8341
Monticello v*	CM	6	Anne Kaplan 3/76	Donald C. Block 71	Ruth Raskin	Phil Giustra	George Hoose	Leslie Smith	Theodore Stroebele	914 794-6130
Mount Kisco v*	CM	8	Henry V. Kensing 4/75	Robert Ledger, Jr. 71	Robert F. Ledger, Jr.	Carmen Defrancesco	John Joyce	William J. Nelligan	Robert Sheppard	914 241-0500
Mount Morris v	MC	3	Charles Constantine 4/77	Donald P. Scalia 74	Donald P. Scalia-3	Donald P. Scalia-3	Gerald Gehrig	Charles D. Pasquale	Carroll Downey	716 658-4160
Mount Vernon	MC	73	August P. Petrillo 12/75	. . . .	Michael Cammarosano	Nicholas Yannantuono	A. W. Leggatt	Edward Lorch	Thomas J. Tucci	914 668-2200
Munsey Park v	MC	3	John C. Heim 3/75	. . . .	Kathleen H. Smith	Joseph L. Brensic	. . . .	. . . .	. . . .	516 365-7799
New Hyde Park v	MC	10	John DeSanto 3/77	. . . .	D. A. Cartledge	William Laky	. . . .	. . . .(6)	. . . .	516 354-0022
New Paltz v	MC	6	(not reporting)							914 225-0130
New Rochelle*	CM	75	Frank J. Garito 12/75	James E. Malone 74	Marie S. Donohue	Warren K. Meyer	Walter R. Bell	William Hegarty	William Costa	914 632-2021
New York City	MC	7868	Abraham D. Beame 1/78	. . . .	Herman Katz	H. J. Goldin-2	John T. O'Hagan	Michael J. Codd	Herbert J. Simins	212 374-5600
New York Mills v	MC	4	John Pietryka	. . . .	Carol Fairbrother	Edmund Waitr	Ronald Roman	Casimer J. Krul	Walter Czajkoswki	315 736-9212
Newark v	MC	12	Oran N. Neuhard 4/77	C. A. Hausman, Jr.	C. A. Hausman, Jr.	C. A. Hausman, Jr	Harold J. Glerum	Edwin R. C. Krueger	Nathan C. Olmstead	315 331-4750
Newburgh*	CM	26	George J. Shaw, Jr. 12/75	James Hauser, Jr. 74	Marlene A. Koisch	. . . .	Francis E. Whitaker	James R. Taylor	. . . .	914 565-3209
Niagara Falls*	CM	86	E. Dent Lackey 12/75	Morton Abramowitz 70	Daniel J. White	Earl J. Lenhart, Jr-	Edwin L. Forster	Anthony C. Fera	Joseph Profit-5	716 278-8000
North Pelham v	MC	5	John S. Johnson 3/75	. . . .	Mary Ryan	Lester Hoffman	. . . .	Albert Pellicci	Anthony F. Santore	914 738-2015

North Syracuse v	MC	9	(not reporting)							315 458-0900
North Tarrytown v.	MC	8	James F. Galgano 4/75	. . . .	Filomena Fallacaro	. . . .	Paul Ranieri	John Jandrucko	. . . .	914 631-0113
North Tonawanda	MC	36	Edward S. Wiater 12/75	. . . .	Leo C. Knoell	Everett A. Brauer	Joseph J. Belczak	Frank Malone	Victor J. Fulmines	716 693-0451
Northport v	MC	7	Jack D. Campbell 4/78	. . . .	Dorothy Dugan	A. Harrington	Joseph Esposito	John P. Trunzo	. . . .	516 261-7502
Norwich.	MC	9	Frederick B. Mirabito 12/75	. . . .	Joseph E. O'Brien	Joseph E. O'Brien	Robert Handy	Jack C. Sackett	Thomas J. Natoli	607 334-4533
Nyack v.	MC	7	Alexander Caglione	. . . .	Garnet E. Warn	Thomas F. Mahoney	Richard Garrison	Wallace F. Sandbach	Andrew G. Kolb	914 358-0548
Ogdensburg*.	CM	15	John F. Byrnes 12/75	Frank J. Culross 70	Leona Bouchard	Neil P. Hess-2	A. Walter Read	Edward G. Heagle	Richard Marshall-5	315 393-6100
Old Brookville v.	MC	3	Louis A. Ruckgaber 6/75	. . . .	Eloise W. Pecheur	Spencer Kellogg, II	. . . .	Charles Capobianco	George D. Smith	516 671-4664
Old Westbury v.	MC	3	John E. Lecraw 6/76	. . . .	Martin D. Dowling	Walter R. Miller	. . . .	. . . .	Arthur J. Lindon	516 626-0800
Olean.	MC	19	William O. Smith	. . . .	John W. Orcutt	Theodore Luty-1	C. James Young	Michael S. Luty	Robert D. Carr	716 372-2200
Oneida.	MC	12	Herbert D. Brewer 12/75	. . . .	Myrna K. Arendosh	Roger Whitmoyer-2	John F. Myers	Ellsworth Yeman	W. Robert Mayer-4	315 363-4800
Oneonta	MC	16	James F. Lettis 12/77	. . . .	Michael W. Lisa	Paul C. Kogut	George P. McGurl	J. F. DeSalvatore	James T. Catella-5	607 432-6450
Orchard Park v†	MC	4	Fred A. Bristol, Jr. 3/77	. . . .	. . . .	. . . .	. . . .	. . . .	. . . .	716 662-9327
Ossining v*	CM	22	Rudolph J. Joenk, Jr. 12/74	Geo R. Kupchynsky 70	Lester M. Kimball	L. M. Montague, Jr.	Lloyd Davis	Warren E. Stahl	Albert F. Webber, III	914 941-1005
Oswego.	MC	24	Walter Lazarek 12/75	Eugene G Saloga 74	Leslie P Cloonan	Paul Miller	John D. Murray	Frederick E. Scharf	Edward L. Williamson	315 343-0541
Owego v§†	MC	5	Cynthia Halstead	. . . .	Dora Marie Ritter	Dora Marie Ritter	Elzie Burns	Gerald Mead	Roy E. Hulbert-5	607 687-3555
Painted Post v.	MC	2	David T. Schirmer 4/75	. . . .	Nancy Larsen	Nancy Larsen	Gustaue Vang	David T Schirmer	Walter Austin	607 962-4604
Palmyra v	MC	4	S. J. Fitzgerald 4/76	. . . .	Theresa P. Otte	Theresa P. Otte	Richard Culver	Donald Henry	. . . .	315 597-4849
Patchogue v	MC	12	Robert T. Waldbauer 4/76	. . . .	Gertrude Rowse	. . . .	. . . .	. . . .(6)	. . . .	516 475-4300
Peekskill*	CM	19	Michael J. Dibart 12/75	David Goodman 68	Jennie Chiseri	Patrick J. Hayes-2	James F. Lippert	Milton Booth	Earl Potts-4	914 737-3400
Pelham Manor v§	MC	7	Jennings T. Smith 4/75	Richard R. Blessing 71	Richard R. Blessing	James B. Huff	P. Mancuso	P. Zambernardi	H. F. Baehr-5	914 738-2030
Penn Yan v	MC	5	John A. Tusch 4/75	. . . .	Thelma H. Falvey	Thelma M. Flynn	John MacKerchar	Kenneth Maloy	Clinton E. Rice-5	315 536-4426
Perry v.	MC	5	Arthur G. Parmiter 4/75	. . . .	Douglas Watson	Douglas Watson	Edwin Culver	Paul Slusarczyk	Stephen Witkowski	716 237-2424
Phoenix v	MC	3	Hollis J. Iselin 4/75	. . . .	Jane B. Muster	Jane B. Muster	Homer Bowman, Jr.	Charles G. Moyer	Nelson Burdick	315 695-2484
Plattsburgh	MC	19	R. H. St. Pierre 12/75	. . . .	Aline G. Cote	John C. Colver	Walter T. Crist	. . . .	Christoper Repas-5	518 563-7700
Pleasantville v*	CM	7	W. C. Kanwisher, Jr. 4/75	Michael D. Ritchie 73	Michael D. Ritchie	Phyllis R. Jacoby	. . . .	Calvin H. Manning	Anthony D. Carbone	914 769-1900
Port Chester v.	MC	26	Joseph F. Dzaluk 5/76	. . . .	Robert Rende	Arnold Bernfeld	V. A. Rathgeb, Jr.	Eric Geldart	James R. Sapione-5	914 939-5201
Port Jefferson v	MC	6	Sandra Swenk 6/75	. . . .	Ralph DeHart	Earle Betts	Richard Byrnes	Gary Katica	Harold Sheprow	516 473-4724
Port Jervis.	MC	9	H. Robert Eccleston 12/75	Cyrus V. Kean 54	Cyrus V. Kean	Cyrus V. Kean	Donald E. DeVore	Frank A. Masonotti	Richard L. Onofry	914 856-2312
Port Washington North v . .	MC	3	T. J. Pellegrino 4/75	. . . .	D. Levine	Milton Rabinowitz	. . . .	. . . .	A. Blumberg-4	516 883-5900
Potsdam v.	MC	10	John J. Hayes 3/75	C. M. Sandwith 73	C. M. Sandwith	Christine Davis	Sanford Dewey	H. D. King	Richard Cambridge-4,5	315 265-7480
Poughkeepsie*	CM	32	Arthur Weinberg 12/75	Donald J. O'Hara 72	Patricia Havens	Aubrey Coons	John Van Norstrand	James A. Callahan	William Cranston	914 485-4600
Ravena v	MC	3	(not reporting)							518 756-8233
Rensselaer.	MC	10	Joseph P. Mink	. . . .	Harry H. Beaudin, Jr.	John J. Dwyer	William Braman	Charles Stewart	Philip R. Smith	518 465-1533
Rochester*	CM	296	Thomas P. Ryan, Jr. 12/75	Elisha C. Freedman 74	Patricia Adduci	George W. Wagner	Marvin Drake	Thomas Hastings	Edward Watson	716 454-4000
Rockville Centre v.	MC	27	John A. Anderson 4/75	. . . .	Eugene F. DeClue	Eugene F. DeClue	H. Harry Balz	Robert Oehler	C. P. Ketler-4	516 766-0300
Rome.	MC	50	W. A. Valentine 12/75	. . . .	Dominick Griffo	Richard A. Fahy	Donald Smith	Joseph A. Grande	S. H. Zingerline-4	315 336-6000
Roslyn v	MC	3	Elias Spielman 4/75	Milton L. White 60	Barbara Morcland	Barbara Morcland	. . . .	. . . .	Milton L. White	516 621-1961
Rye*	CM	16	John Carey 12/77	Leo J. Morency 70	George L. Henefield	Guy Carlsen-2	Francis Quirk	Chas. G. McLaughlin	Vincent H. Baum-4	914 967-5400
Salamanca	MC	8	Keith L. Reed	. . . .	Kenneth W. McClune	Paul R. Taylor	Paul Schwab	John Kowalski	Fred Fuller-5	716 945-4620
Sands Point v	MC	3	(not reporting)							516 883-3044
Saranac Lake v*	CM	6	John G. Brewster 4/75	Eugene A. Schiller 73	Marilyn Clement	Marilyn Clement	Donn Garwood	Gerald Oxford	William Hamilton	518 891-4150
Saratoga Springs	MC	19	Raymond Watkin 12/75	. . . .	Donald F. Connolly	Remegia Foy	Joseph Tighe	Peter Pemberton	Thomas G. McTygue	518 584-3800
Saugerties v	MC	4	Vernon A. Benjamin 3/75	. . . .	Georgette R. Hughes	Georgette Hughes	Joseph Schaffer	Gordon Keeley	William A. Voerg	914 246-2321
Scarsdale v*	CM	19	Murray Steyer 4/75	Lowell J. Tooley 61	Lowell J. Tooley	John R. Haynes	Raymond J. White	John W. Costello	H. Victor Cordy	914 723-3300
Schenectady*	CM	78	Frank J. Duci 12/75	Peter Caputo 73	Ronald J. Esposito	Bruno L. Pezzano	Milton C. Kling	John P. Murphy	John W. Nagle-4	518 377-3381
Scotia v.	MC	8	(not reporting)							518 374-1071
Sea Cliff v.	MC	6	Ivan Pouschine, Jr. 3/75	. . . .	Lora S. Nicastro	Ralph Pontifex	Bernard Harvey	. . . .	Ernest Franck	516 671-0080
Seneca Falls v.	MC	8	Michael Gladis 4/76	. . . .	. . . .	Patrick F. Cammuso	Albert Bennett	A. J. Casamassima	Richard Lapp	315 568-8107
Sherrill*.	CM	3	Gordon J. Silsby 12/75	James Roy 74	Peter G. Noto	Rose H. Hornby	Edward J. Voelker	Franklin G. Grobb	Wallace G. Glasgow	315 363-2440
Sidney v	MC	5	Charles G. McCarty 75	. . . .	Kathryn W. Scott	. . . .	Frank Provenzon	Herbert Murray	Raymond Karlson-5	607 563-3571
Silver Creek v	MC	3	Donald P. Studd 3/75	. . . .	Lucy F. Hoisington-3	. . . .	James Tytka	Martin O. Pecoraro	. . . .	716 934-3240
Skaneateles v	MC	3	Carl H. Fisher 4/75	. . . .	Frederick G. Welch	Frederick G. Welch	Carlton Wellmann	George E. Davis	William H. Drew	315 685-3440
Sloan v	MC	5	William P. Rogowski 4/77	. . . .	Florence M. Pajak	Florence M. Pajak	Joseph Wojtaszczyk	John A. Piekarski	William Schroeder	716 897-1560
Sloatsburg v	MC	3	Thomas B. Smith 3/75	. . . .	T. F. Bollatto, Jr.	T. F. Bollatto-3	William McGrady	Frank M. Ballard	John Dobrinski-5	914 753-2372
Solvay v	MC	8	William L. Campagnoni 3/77	. . . .	Catherine Loperfido	Jack J. Maestri-3	John Forken	Rocco Femano	Edward Webster-5	315 468-1679
South Glens Falls v.	MC	4	Robert E. Phinney 4/77	. . . .	Walter B. Allen	Walter B. Allen	Harry Rivers	Thomas L. Cleland	John J. Donohue	518 793-1455
South Nyack v.	MC	3	Louis T. DeNigris	. . . .	Anne M. Galione	Robert L. Hunt	. . . .	Anthony W. Fatale	Richard Ambrey	914 358-0287
Southampton v†	MC	5	Peter J. Majkowski 6/75	. . . .	Dorothy S. Aldrich	. . . .	John Rist	Donald J. Finlay	Richard L. Fowler	516 283-0247
Spencerport v.	MC	3	(not reporting)							716 352-6115
Spring Valley v	MC	18	Louis Kurtz 12/75	Joan Forman 73	Julia Jacaruso-3	. . . .	Harold Johnson	Adam Krainak	John Aducce-5	914 352-1100
Springville v	MC	4	Paul F. Frank 4/78	. . . .	Gail M. Dayton	Gail M. Dayton	Harry Schueler	Anthony A. Tolan	. . . .	716 592-4936
Suffern v.	MC	8	Frederick J. Rella 4/75	. . . .	Virginia Menschner	Fred D. Furman	Robert Shuart	Richard Hasbrouck	Donald Grosso	914 357-2600
Syracuse.	MC	197	Lee Alexander 12/77	. . . .	Mortimer P. Gallivan	Frank L. Canino	Thomas Hanlon	Thomas Sardino	Paul A. Bringewatt	315 473-2850
Tarrytown v.	MC	11	Carmine J. Giaquinto 4/75	. . . .	Louise E. Camilliere	Robert Byrnes	John Nagle, Jr.	Robert Lipsky	A. G. Paese	914 631-1106
Ticonderoga v.	MC	3	John C. Dreimiller	. . . .	Marjorie J McCormick	Evelyn C. Burliegh	James Burroughs	. . . .	Silas DeRosia	518 585-7404
Tonawanda	MC	22	S. J. Creekmore 12/75	. . . .	Dennis C. Brown	Janice L. Lemke	Harold Badrow	James G. Oldenberg	Edward Ringler-5	716 695-1800

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
NEW YORK (267) continued										
Troy*	CM	63	Edward Connally 12/75	John P. Buckley 72	Alice Hartnett	Thomas Evans	William Phoenix	John Givney	John Fleming	518 270-4000
Tuckahoe v	MC	6	Robert D'Agostino 4/75	....	Rita Boscia	Donald M. Bonforte	Henry Reinhardt	J. DeFulgentiis	Michael F. Pinto, Sr.	914 961-3100
Tupper Lake v	MC	5	William E. Delair 4/75	....	Kenneth Hollenbeck	Della H. Denno	Herbert Kentile	Clarence Bell	Ronald Martin	518 359-3341
Union t	MC	64	Robert M. Kropp 12/74	....	Kathryn S. Bell	Donald Freed	....	....(6)	....	607 754-2100
Utica	MC	92	Edward A. Hanna 11/75	....	Philomena F. Talerico	James B. Sunderhaft	Gerald T. Darby	Benny Rotundo	Frank Scheri	315 798-3200
Valley Stream v	MC	40	W. Tom Ward 3/75	....	John W. Gathard	Arthur V. Hogan	Alfred Castaldy	....	Anthony B. Curto	516 825-4200
Voorheesville v	MC	3	(not reporting)							518 834-9059
Walden v*	CM	5	H. Theodore Taegder 4/75	Robert C. Diehl 72	Helen McKay	James G. Lloyd	James Griffen	Edwin Sutherland	Leroy Stevens	914 774-2922
Walton v	MC	4	William J. Teetsel	....	Doris P. Rowell	Doris P. Rowell	James Olmstead	Paul Peterson	Laverne Schreher	607 865-4358
Wappingers Falls v†	MC	6	J. Donald Synnet 4/76	....	Leo D. Lowney	Joseph W. McDonald	James Alfonso	Joseph Costa	Fred Sidote	914 297-8773
Warsaw v	MC	4	Edward W. Mink 4/75	....	Clarabelle Eccleston	Clarabelle Eccleston	....	Merle Thompson	....	716 796-2120
Warwick v	MC	4	Mary J. Murtie 3/75	....	Martha Paffenroth	....	Edward Ibbetson	Warren McFarland	Raymond Carr	914 986-2031
Waterford v	MC	3	Anthony J. Catallo 3/76	....	William Powers-3	....	Robert Stark	....	....	518 235-5300
Waterloo v	MC	5	Marion DeCicca 4/75	....	George Dilts	George Dilts	Robert Herman	Marion DeCicca	....	315 539-9131
Watertown*	CM	31	Theodore Rand 12/75	Ronald G. Forbes 57	May A. Coleman	Glenn A. Freeman	Selwyn E. Perrigo	Joseph C. Loftus	Pasquale J. Fioretto	315 788-0722
Watervliet*	CM	12	J. Leo O'Brien 12/75	Raymond C. Selke 65	Andrew G. Felock	Robert L. Diamond	Frank J. Luddy	William J. Brothers	Raymond C. Selke, Sr.	518 273-1032
Watkins Glen v	MC	3	William P. Simiele 4/75	....	Catherine Van Horn	Catherine Van Horn	Ted Specchio	William Pierce, Jr.	Eugene R. Thorpe	607 535-2042
Waverly v	MC	5	Daniel F. Leary 3/75	....	Dorris A. Gressel	Walter Mandeville	Frank Keene	James Jackson	W. C. Connor	607 565-4781
Webster v	MC	5	Robert E. Harloff 4/77	....	Dorothy Hinxman	Robt. Harloff	Gerald Sheive	....	William R. Shearer	716 872-1000
Wellsville v	MC	6	Robert G. Gardner 3/76	....	Karen A. Smith	Karen A. Smith	Joseph Anderson	James McKinley	Donald A. Macfarquhar	716 593-1121
West Haverstraw v	MC	9	Edward Zugibe 3/75	....	O. Fred Miller	Fred Vanwort, Jr.	Richard Brooks	....	Fred Seminara	914 429-3600
West Seneca t	MC	48	James A. Roof 12/75	....	M. Ruth Harris	James A. Roof	Robert Merzig	W. D. Keller	Edward F. Penders	716 674-5600
Westbury v	MC	15	Pat J. Buffalino 4/77	....	John A. Sharkey-3	John A. Sharkey	....	....(6)	Thomas W. Kennedy	516 334-1700
Westfield v	MC	4	Richard E. Davies 4/75	....	M. J. Dibble	M. J. Dibble	Kenneth Golden	Floyd W. Black	....	716 326-3011
White Plains	MC	50	Richard Maass 12/74	....	Jessica F. Friese	Paul E. Byers	John W. Weir	J. Stewart Henry	William H. Bruder	914 949-4800
Whitehall v	MC	4	John A. Day 4/75	....	Shelley Ames	....	Harold Martel	Wm. J. Stewart	M. Hakim Pakwana-4	518 499-0770
Whitesboro v	MC	5	George S. Yonkers 74	....	Beverly Sperry	Malcolm Raux	Robert Mullen	Harold Kaffka, Sr.	Charles Bowen	315 736-1613
Williamsville v	MC	7	Richard J. Metz	....	Theresa L. Cummins	....	Edwin F. Lavery	Herbert E. Zimmerman	Arthur A. Wolf	716 632-4120
Williston Park v	MC	9	Carl F. Delvecchio 3/76	....	Clyde W. Perro Sr.	John T. Lynch	Clyde W. Perro, Jr.	....	John J. Bialobreski	516 746-2193
Woodridge v*	CM	1	Sol Prottas 6/76	David R. Heacock 74	David R. Heacock	....	Steve Proyect	Rudolph Mayer	Irvin S. Newmark-5	914 434-7855
Yonkers*	CM	204	Angelo Martinelli 12/75	J. Emmet Casey 74	Aloysius Moczydlowski	Eugene Fedigan	Wallace Brown	William F. Polsen	Bernard Bernstein	914 963-3980
Yorkville v	MC	3	Frank J. Robak 75	....	Helen Worth	....	Wm. Farley	Wm. Brodzik	Dan Cichon	315 736-1523
NORTH CAROLINA (129)										
Ahoskie t*	CM	5	Charles I. Pierce	Merrill Evans	Edith Merritt	....	J. D. Linkous	Donald J. Hibbert	Luther McPherson	919 332-5146
Albemarle*	CM	11	Elbert L. Whitley,Jr. 11/75	Jack F. Neel 67	William B. Morris	William B. Morris	Thomas W. Chandler	Craven C. Tarleton	D. L. Smith, Jr.-4	704 982-0131
Archdale t†	MC	6	Henry J. York, Sr.	....	Nancy F. Burrow	....	....	....	....	919 431-2221
Asheboro*	CM	11	Robert L. Reese 11/75	T. J. McIntosh, Jr. 66	Charles F. Hughes	Albert G. Taylor	John A. McGlohon	J. D. Bulla	T. J. McIntosh, Jr.	919 625-6131
Asheville*	CM	58	Richard A. Wood, Jr. 12/75	Ernest J. Ward 72	Wm. F. Wolcott, Jr.	Larry A. Fisher-3	Powell N. Ball	J. C. Hall	....	704 255-5000
Ayden t*	CM	3	Ross S. Persinger 12/75	Donald E. Russell 71	Ralph Ford	....	Charlie Tripp	Thomas Burney	Carlton Wiggins-5	919 746-4152
Beaufort t	MC	3	R. H. Hunt 11/75	....	A. C. Blankenship	A. C. Blankenship	Bryan Loftin	Guy Springle	A. C. Blankenship	919 728-2141
Belhaven t*†	CM	2	....	Richard Penner 70	....	....	....	....	....	919 943-2241
Belmont*	CM	5	Calvin C. Ballard 11/75	Carl W. Howie 70	W. A. Dixon, Jr.	....	John A. Limerick	Garrett Murphy	Kenneth E. Smith	704 825-3792
Benson t*	CM	2	Whitley Hood 11/75	David C. Serrell	Carolyn A. Denning	David C. Serrell	Joseph O. Dixon	Charles L. Nordan	L. Walton Johnson-5	919 894-4953
Bessemer City*	CM	5	George D. Newton	Larry G. Standley 73	Wilma L. Whitley	Wilma L. Whitley	Clyde Strutt	Robert D. Colvin	Robert R. Dameron-5	704 629-2235
Black Mountain t*†	CM	3	....	Chas. D. Lindsey 70	....	....	....	....	....	704 669-8072
Boone t	MC	9	Gordon H. Winkler 12/75	R. C. Winebarger	R. Winebarger-2	R. Winebarger-2	Phil Vance	W. Clyde Tester	....	704 264-6806
Brevard*	CM	5	Charles H. Campbell 11/75	Wm. F. Slough, Jr. 73	Opal C. Hahn	Wm. F. Slough, Jr.	Joseph E. Pickelsimer	J. C. Rowe	Earnest Gosnell	704 884-4123
Burlington*	CM	36	L. G. Guthrie 11/75	J. D. Mackintosh 53	R. P. Pope	R. P. Pope	R. C. Black	A. H. Garner	W. C. Baker	919 227-3603
Canton t*	CM	5	F. E. Shull 12/76	Wm. G. Stamey 68	Samuel D. Reece-2	....	Leo Cayton	James R. Hamlett	....	704 648-2363
Carolina Beach t*	CM	2	Richard B. Kepley	Sheila S. Davis 74	....	....	J. A. Knox	B. Ray Padgett	John J. Clark	919 458-8300
Carrboro t*	CM	3	Robert J. Wells, Jr. 11/75	F. H. Chamberlain 72	Sarah Crabtree	Phillip S. Whitaker	Robert Swiger	John W. Blackwood	R. E. Pendergrass	919 942-8541
Cary t*	CM	7	Fred G. Bond 11/77	Harry A. Conte 72	Annie L. Jones	Annie L. Jones-2	Terry Edmondson	John Boles	Norman Padgett	919 834-1311
Chadbourn t*	CM	2	Willie J. Dutton 11/75	Gary A. Shaw 74	Lois F. Hope	Gary A. Shaw	Martin A. Carter	Sam L. Collins	....	919 654-4146
Chapel Hill t*	CM	26	Howard N. Lee	Chester Kendzior 73	David Roberts	Neal Evans	Evertt Lloyd	W. D. Blake	Joseph W. Rose	919 929-1111
Charlotte*	CM	241	John M. Belk 11/75	David A. Burkhalter 71	Ruth Armstrong	John B. Fennell	John E. Lee	J. C. Goodman, Jr.	Robert S. Hopson	704 374-2040
Cherryville*	CM	5	H. A. Blackwelder 12/75	John H. Swindall 72	Stella J. Ballard	....	Robert L. Mauney	William H. Hovis	Ralph E. Childers-5	704 435-3273
Clayton t	MC	3	Rudolph Allen	Richard Ghoens	Pearl Dean	....	James Norris	Marsdon Canady	....	919 553-6175
Clinton t*	CM	7	A. E. Kennedy, Jr. 11/75	Tommy M. Combs 73	Kathryn Barber-2	Tommy M. Combs	Harold Maxton Price	W. R. Thornton	Seth W. Parsons	919 592-3063

Concord*	CM	18	Alfred M. Brown	William C. Hamann 74	Carol C. Burris	William C. Hamann	John Fisher	E. R. McKay	. . . .	704 786-6161
Conover*	CM	4	Harvey O. Hawn 12/75	J. E. Robinette 74	Frances L. Kincaid-3	. . . .	Calvin J. Pittman	Franklin L. Travis	Jim Robinson-5	704 464-1191
Dallas t	MC	4	Carlton L. Cloninger 11/75	N. E. Vlaservich 74	. . . .	Linda H. Hastings	H. O. Williams	Braxton L. Childress	James L. Cogdil	704 922-3136
Davidson t	MC	3	T. S. Sadler 11/75	. . . .	W. E. Brannon	W. E. Brannon	G. S. Hampton	R. H. Mills	E. T. McEver	704 892-7591
Dunn*	CM	8	William P. Elmore 5/75	Robert Nicholl 72	A. Lee Galloway	. . . .	Ralph Hanna	Hargus Davidson	. . . .	919 892-2633
Durham*	CM	95	James R. Hawkins	I. H. Hughes, Jr. 63	M. W. Rollins	William P. Whisnant	Joseph A. Letzing	Jon P. Kindice	H. W. Pickett, Jr.	919 682-0505
Eden t*	CM	16	Jones W. Norman 11/77	James E. Caldwell 72	Mary W. Lambert	J. F. Kemp	Larry Rhodes	Marshall O. Clark	John H. Stevens	919 623-8468
Edenton t§	MC	5	Roy L. Harrell 11/75	W. B. Gardner 61	W. B. Gardner	W. B. Gardner	L. C. Parks	J. D. Parrish	James Martin	919 482-2155
Elizabeth City*	CM	14	John H. Bell, Jr. 12/75	D. E. Benton, Jr. 71	S. P. Aydlett-1	S. P. Aydlett	A. W. Poole	W. C. Owens	G. P. Dixon	919 338-3981
Elkin t	MC	3	Jack A. Underdown 11/75	. . . .	Joe C. Layell-3	Joe C. Layell	Joe T. Brown	John A. Corder	C. M. Saylor-5	919 835-2255
Enfield t	MC	3	(not reporting)							919 445-3146
Erwin t*	CM	3	George Joseph, Sr.	J. Ed Williams 68	Ramona Warren	J. Ed Williams	R. M. New	Johnnie Gautier	Fred Jones	919 897-8953
Fairmont t	CM	3	(not reporting)							919 628-6481
Farmville t	MC	4	W. E. Joyner 1/76	W. A. Martin, Sr.	W. A. Martin, Sr	Margie N. Tripp	H. P. Norman	Carl C. Tanner	Willie R. Oakley	919 753-5116
Fayetteville*	CM	54	Jackson F. Lee 12/75	J. Guy Smith, Jr. 71	M. W. Downs	George McCarthy-1,2	T. C. Bishop	Hervey E. Keator	R. A. Muench	919 483-6168
Forest City t§	MC	7	F. I. Barber, Jr. 11/75	Albert L. Wiley 72	Mary Lee Callahan	Mary Lee Callahan	Robert G. Harrill	Tom Mcdevitt	E. F. Radford	704 245-0148
Fuquay-Varina t*	CM	4	Winfred E. Medlin 75	Paul G. Wilson 74	Paul G. Wilson	Paul G. Wilson	James Mauldin	. . . .	C. D. Keith	919 552-3178
Garner t*	CM	5	Joe G. Creech	Gustav M. Ulrich 71	Mary Lou Heath	Gustav M. Ulrich	B. R. Poole, Jr.	P. L. McIver	Wade Vester	919 772-4688
Gastonia*	CM	47	Roland E. Bradley 11/75	Gary D. Hicks 74	Nell B. Kinley	Barry Parker	John L. Farris	Donald Roseman	Samuel L. Wilkins	704 864-3211
Gibsonville t*	CM	2	Harold G. Younger 11/75	Richard Honeycutt 73	. . . .	. . . .	James B. Thomas	. . . .	Vance T. Evans	919 449-4144
Goldsboro*	CM	27	Ben C. Strickland 11/75	F. Kenneth Kyle 69	Sadie Whitfield	William L. Dixson	Willard R. Herring	C. M. Gilstrap	C. R. Southerland	919 735-6121
Graham t*	CM	8	Myron A. Rhyne 11/75	C. Bruce Turney 57	Robert Drumright	Robert Drumright	Richard Baughn	William F. Miles	Thomas E. Berry-5	919 228-8362
Greensboro*	CM	144	E. S. Melvin 11/75	Thomas Z. Osborne 73	Hazel N. Burch	C. M. Conway	G. C. Wuchae	P. B. Calhoun	John V. Fox, Jr.	919 373-2000
Greenville*	CM	29	S. Eugene West 12/75	Wm. Carstarphen 73	Lois D. Worthington	W. H. Carstarphen	Jesse Ray Smith	Edward G. Cannon	Mayo E. Allen	919 752-4137
Hamlet t*	CM	5	J. Earl Covington 11/75	. . . .	Fay C. White	Sue C. Andrews	Charles B. Utter, III	Ernest E. King	Gordon W. Monroe	919 582-2651
Havelock t	CM	5	Thomas F. Mylett 11/75	Dean W. Lindley 72	C. Kathryn Rice	C. Kathryn Rice	Vestal D. Henry	Edfred M. Gaskill	. . . .	919 447-8152
Henderson*	CM	14	George V. Boyd	Melvin C. Holmes 72	J. L. Greeson	J. L. Greeson	T. O. Wilkerson	K. K. Roberson	Thelbert Gupton	919 492-6111
Hendersonville	CO	6	Boyce A. Whitman 12/77	. . . .	Martha Bresnahan	. . . .	Ed Edney	William Powers	William Stokes	704 693-6322
Hickory*	CM	21	Julian G. Whitener 12/77	Wilfred A. Wells 70	Vicki P. Wise	Wilfred A. Wells	E. G. Moser	Melvin L. Tucker	Cecil Clark-4	704 322-3605
High Point*	CM	63	Paul W. Clapp 11/75	Harold R. Cheek 60	C. W. Harrington	Ralph Shepherd-2	Hannis L. Thompson	Laurie Pritchett	Carl Wills	919 883-7171
Hudson t	MC	3	W. F. Nichols 11/75	Dee A. Freeman 73	Evelyn Raby	Brenda N. Hardin	Billy Joe Bean	Dewly Haynes	Carl Henderson	704 728-3181
Jacksonville*	CM	16	W. B. Teachey, Jr. 1/76	Robert F. Wray 71	C. W. Hemmingway	C. W. Hemmingway	Edwin P. Riddle	Clyde R. Cook	C. W. Hargett, Jr.	919 347-5153
Kernersville t*	CM	5	Roger Swisher 11/75	Robert C. Smith 73	Betty B. Teague-3	Betty B. Teague-3	Wayne Porter	Grady Stockton	John T. Morgan-4	919 993-4561
Kings Mountain	MC	8	John Henry Moss 12/75	. . . .	. . . .	John H. Moss	Gene Tignor	William Roper, Jr.	Roscoe M. Wooten-4,5	704 793-6379
Kinston*	CM	22	S. C. Sitterson, Jr. 12/77	Joseph Conrad Taylor 71	Robert G. Brigman	Robert G. Brigman-3	Leslie L. Green	J. Glasco Evans	Thomas E. Briley	919 527-2111
La Grange t†	MC	3	H. C. Williams	. . . .	Velma C Faulkner	. . . .	E. B. Walters	W. E. Williford	E. B. Walters	919 966-3186
Laurinburg*	CM	9	W. Charles Barrett 12/75	P. G. Vandenberg 71	Donald Lewis, Jr.	Donald Lewis, Jr.	Lindo Harvell	N. W. Quick	George Pate-5	919 276-1521
Lenoir t*	CM	15	Robert A. Gibbons 12/75	H. Lewis Price 64	H. Lewis Price	Betsy Wilson	Sam Williams	George A. Martin	Lex E. Honeycutt-4	704 758-5148
Lexington*	CM	17	Edward C. Smith	E. T. Morris 60	E. T. Morris	Belvin B. Beck, Jr.	John E. Lohr	James Kimbrell	Wade S. Gibbs-4	704 246-2937
Liberty t	MC	2	Joseph B. Griffith Jr 4/75	. . . .	Marie R. Luther	. . . .	Charlie E. Martin	Clarence M. Hinshaw	Larry O. Coble	919 622-4921
Lincolnton t	MC	5	W. M. Lentz 12/75	. . . .	David E. Lowe	David E. Lowe	Ray Small	A. E. Tarr	Vernon Elmore	704 735-6527
Longview t	MC	3	Fred J. Dale	. . . .	Elsie L. Wycoff	Elsie L. Wycoff	Russell T. Robinson	T. W. Van Horn	Roy D. Hoffman	704 322-3921
Louisburg t	CM	3	V. A. Peoples 12/75	John P. Smith	Elmar Holmes	Elmar Holmes	Karl Pernell	Hubert Shearon	George Dennis-5	919 496-4145
Lowell t*†	CM	3	. . . .	Roger F. Johnson 63	. . . .	. . . .	. . . .	. . . .	. . . .	704 824-3518
Lumberton*	CM	17	J. Earl Musselwhite 5/75	R. Gene McCombs 73	D. McG. Biggs	D. McG. Biggs	P. H. Edwards	. . . .	E. A. Whitener-5	919 739-6031
Madison t*	CM	2	Rob A. Cardwell 11/75	Steven D. Williams 72	Brenda D. Moore	Philip M. Pulliam	Lowell Poore	James E. Hawkins	Ernest E. Hairston	919 427-0221
Maiden t*	CM	2	. . . .	R. D. Whisenant 74	. . . .	. . . .	. . . .	. . . .	. . . .	704 428-8178
Marion*	CM	3	James H. Segars 11/77	James Earl Daniels 72	J. E. Daniels	J. E. Daniels	Arthur C. Edwards	John Beck	Jack Brown	704 652-3551
Mayodan t	CM	3	James A. Collins 11/76	Jerry R. Carlton 72	Gladys M. Lundeen	. . . .	Carl Cardwell	Bobby Tilley	Bill Redmond	919 427-0241
Mocksville t	MC	3	(not reporting)							704 634-2259
Monroe*	CM	11	Edward G. Faulkner	J. E. Hinkel 58	Claudette H. Smith	J. E. Hinkel	Floyd M. Hill	A. A. Mauney	H. J. Coan	704 283-8165
Mooresville t*	CM	9	Joe V. Knox 11/75	Tate L. Mills 70	Tate L. Mills	Louise Ballard	Howard E. Pender	Lloyd B. Shumake	Lynn M. Barnette	704 664-5552
Morehead City t*†	CM	5	. . . .	D. T. Davis 71	. . . .	. . . .	. . . .	. . . .	. . . .	919 726-6848
Morganton*	CM	14	Andrew M. Kistler, Jr	Edward A. Wyatt 73	Edward A. Wyatt	Billy R. Truett	Carroll M. Sullivan	Billy J. Hamrick	F. A. Traynham	704 437-8863
Mount Airy t*	CM	7	W. M. Beamer 11/77	Victor H. Denton 72	Nancy B. Nichols	Nancy B. Nichols	B. J. Woodruff	Joe L. Simmons	S. L. Spencer-4	919 786-6523
Mount Holly*	CM	5	J. C. Whitt 76	Horace McAllister 74	Margie P. Wilson	. . . .	Frank Wyatt	Jimmy D. Hufstetler	B. F. Homesley	704 827-3931
Mount Olive t	MC	5	I. Ray McDonald	. . . .	Arlene G. Talton	. . . .	John R. Smith	D. F. Daly	Maylon M. Weeks	919 658-9536
Murfreesboro t	MC	4	W. W. Hill	. . . .	Blair D. Bennett	Blair D. Bennett	B. F. Deans	Robert B. Wheeler	Jack Beatty	919 398-4665
New Bern*	CM	15	Charles H. Kimbrell 12/75	J. C. Outlaw 68	H. E. Russell-3	H. E. Russell	Jake Jones	John W. Worsham	. . . .	919 638-5161
Newton*	CM	8	Loyd A. Mullinax 12/75	Edward F. Musick 74	Rita K. Williams	Joe B. Gabriel	William Russell	Jack D. Kirkman	Glen P. Sims	704 464-1282
North Wilkesboro t	MC	3	George C. Wiebel 12/75	J. M. Bentley, Jr. 58	J. M. Bentley, Jr.	J. M. Bentley, Jr.	J. T. Vannoy, Jr.	Kyle M. Gentry	J. J. Bentley	919 667-7129
Oxford t*	CM	7	Hugh M. Currin 11/75	H. T. Ragland, Jr. 72	Carlton Flowers-1,2	Carlton Flowers	Allen Cozart	Raymond G. Sullivan	Jesse Sullins-4	919 693-5172
Pineville t*	CM	2	W. Blankenship, Jr. 11/75	Jack G. Crump 65	Phyllis D. Knight	Jack G. Crump	Tony R. Darnell	M. T. Rogers	L. R. Osborne	704 889-2291
Plymouth t*	CM	5	William R. Flowers 11/75	Cleveland M. Paylor 66	Anita N. Sawyer	. . . .	Lyman Mayo, II	Floyd M. Woodley	Curtis Barfield	919 793-3622
Raeford t*	CM	3	John K. McNeill, Jr. 12/75	John D. Gaddy 68	John D. Gaddy	Helen H. Huffman	Crawford L. Thomas	V. Leonard Wiggins	Dewey F. Inman-5	919 875-3789
Raleigh*	CM	122	Clarence E. Lightner 12/75	L. P. Zachary, Jr. 73	Gail Smith	Z. B. Hill	C. R. Puryear	R. P. Goodwin	Lynn Baird	919 755-6000
Red Springs t	CM	3	Earle A. Watson 11/75	Thomas Wayne Horne	Melba M. Melcher	Melba M. Melcher	F. L. McFayden	Luther W. Haggins	Cleveland Parker	919 843-5241

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
NORTH CAROLINA (129) continued										
Reidsville*	CM	14	James W. Daniel	Robert G. Cox 73	Helen Vessenmeyer	Richard B. Self	J. H. Monsees	Ray L. Roberts	. . . .	919 349-7013
Roanoke Rapids*	CM	14	K. F. Adams 11/75	Thomas P. Hughes 72	George W. Morgan-1	George W. Morgan-1	James F. Baggett	D. N. Beale	. . . .	919 537-2205
Rockingham*	CM	6	M. F. Grantham 11/75	Herbert Hicks, Jr. 71	Wm. C. Reynolds-3	. . . .	Larry C. Carter	Louis S. Allen	Perry C. Covington	919 895-9088
Rocky Mount*	CM	34	Frederick Turnage 10/75	Cyrus L. Brooks 73	Georgia R. Langley	Steve Wright	John Sykes	D. C. Hooker	Gary M. Garlow	919 442-5181
Roxboro*	CM	5	George W. Jackson 11/75	Clarence Burch 73	Margie L. Adcock	Dorothy W. Hester	T. D. Gunter, Jr.	. . . .	John H. Blanks	919 599-3116
Rutherfordton t	MC	3	(not reporting)							704 287-3520
Salisbury*	CM	23	W. C. Stanback 11/75	Francis M. Luther 71	Frances C. Beaver	J. Foster Owen	Fred Shipton	D. L. Shuler	J. A. English	704 633-2311
Sanford*	CM	12	Roy Stewart 12/75	O. B. Stokes 72	A. B. Harrington	Tom Spivey-1,2	J. O. Bridges, Sr.	C. L. Cummings, Jr.	Larry B. Thomas-4	919 775-2231
Scotland Neck t	MC	3	Ferd L. Harrison 11/76	. . . .	James E. Boyd, Jr.	F. G. Shearin	Alton Cobb	W. W. Joyner	S. R. Williams	919 826-3152
Selma t*	CM	4	Jack E. Holt	Leroy White 72	Pauline Smith	Pauline Smith	Joe Moore	Charles Hicks	Joe Edwards, Jr.	919 965-3388
Shelby*	CM	16	Hubert S. Plaster 7/75	D. M. Wilkison 68	Mary E. Cole	June Durham	Alford D. Miller	B. W. Lee	Hugh L. Humphries	704 487-4066
Siler City t*	CM	5	Cecil Budd 11/75	Donald Tarkenton 71	Margaret S. Vestal-2	Margaret Vestal	Richard Caviness	William M. French	William F. Burke	919 742-4731
Smithfield t*	CM	7	Robert F. Wallace 11/75	Hugh C. Talton 74	N. G. Edgerton	N. G. Edgerton	H. C. Talton	B. P. Jones	W. R. Broadwell	919 934-2116
Southern Pines t*	CM	6	E. Earl Hubbard	Lew G. Brown 74	Mildred P. McDonald	. . . .	Peter Rapatas	. . . .	. . . .	919 692-7021
Southport*	CM	2	Eugene B. Tomlinson	Alvin Kornegay 72	William Pierce Horne	W. L. Aldridge	Ormond Leggett	Herman Strong	Johnson Cumbee	919 457-5460
Spencer*	CM	3	T. Roy Burdette, Jr. 12/75	Hilda B. Palmer 70	Peggy C. Whitley	Rose H. Gobbel	Howard Everhart	H. A. Thompson	Donald Walser	704 633-2231
Spindale t	MC	4	C. B. Deviney 11/75	. . . .	Faye Chester	Faye Chester	John A. Horne	J. Harvey Moore	Terry W. Walker	704 631-3466
Spring Lake t	CM	4	Newell Taylor 11/75	Horace W. Ziglar 67	R. D. Caviness-3	Roderick D. Caviness	Barney Bell	Billy H. Manning	Horace W. Ziglar	919 497-3143
Statesville*	CM	20	Thomas A. Fanjoy 12/75	H. E. Dickerson 55	Ralph M. Sisk	Ralph M. Sisk	Frank W. Crowson	James D. Myers	A. E. Pettit-4	704 873-3709
Tarboro t*	CM	9	E. L. Roberson 11/75	David R. Taylor 65	W. Rufus Worsley	W. H. Stell, Jr.	A. Eugene Parsons	Harry W. Alderman	John Chapman	919 823-8121
Thomasville*	CM	15	James W. Johnson 11/75	Kyle Williams 67	. . . .	Russell Byerly	Howard Matthews	Paul M. Shore	Joe F. Mitchell	919 475-1321
Tryon t*	CM	2	John W. Cowan 11/75	Charles B. Lott 74	Charles B. Lott-3	Charles B. Lott-3	Robert E. Arledge	Jerry Ross	Clarence B. Henson	704 859-6654
Valdese t*	CM	3	C. C. Long 11/75	W. D. Hines 71	J. W. Howard Wilkie	Billy Chapman	Sherrill Brittain	Oscar Pascal	Herbert N. Garrou	704 879-8451
Wadesboro t*	CM	4	Robert L. Cagle, Jr. 12/75	James H. Burns 69	Nancy Adcock	James H. Burns	Mack Davis	W. K. Aubry, Jr.	James H. Burns	704 694-5171
Wake Forest t*	CM	3	John D. Lyon 11/75	J. B. Prosser, Jr. 71	J. B. Prosser, Jr.	J. B. Prosser, Jr.	Albert Perry	Harvey Newsom	G. G. Hill-4	919 556-2024
Wallace t	MC	3	Charles C. Farrior 12/75	J. Luther Powell 56	J. Luther Powell	J. Luther Powell	R. F. Boone	E. W. Whitaker	. . . .	919 285-4136
Warrenton t*	CM	1	W. A. Miles 12/75	H. F. Oakley 73	Miriam T. Coleman	H. F. Oakley-3	Jimmie Roberts	Freddie Robinson	Alban C. Fair	919 257-3315
Warsaw t	MC	3	John L. Powell, Jr. 11/77	Alfred Herring	Alfred Herring	Alfred Herring	Frank Steed	R. J. Skelton	Thurman Gaster Sr-4,5	919 293-7814
Washington*	CM	9	J. Max Roebuck 11/75	Jack H. Webb 74	Plummer A. Daniel	Plummer A. Daniel	Anthony R. Abeyounis	Phillip L. Paul	. . . .	919 946-1033
Waynesville t	MC	6	(not reporting)							704 456-3515
Wendell t*	CM	2	M. Curtis Todd 12/75	John Tarpley, Jr. 73	John W. Tarpley, Jr.	B. A. Raper	Bourke Smith	Ira C. Fuller	J. A. Liles	919 365-6356
Whiteville*	CM	4	Horace B. Whitley	Howard A. Jones 71	Diana B. Jordan	Ann P. Warren	Kimble Best	Ronald Cooper	Charles E. Heye	919 642-3344
Williamston t	MC	7	N. C. Green 11/75	. . . .	J. B. Godwin-1,2	. . . .	T. E. Price	John L. Swain	. . . .	919 792-5142
Wilmington*	CM	46	Herbert B. Brand 11/75	John A. Jones, Jr. 71	Claire Hughes	J. D. Harrell-1,2	Robert D. Shipp	. . . .	R. F. Coleman, Jr.	919 762-4323
Wilson*†	CM	29	Horace P. Benton, Jr.	T. Bruce Boyette 69	C.W. Pittman,III	C.W. Pittman,III	Ben Williams	A.J. Hayes	William P. Bartlett-4	919 237-2121
Wingate t	MC	3	F. Bernard Helms 12/75	. . . .	John B. Mangum	John B. Mangum	John A. Eudy	C. B. McManus	John A. Eudy	704 233-4411
Winston-Salem*	CM	133	Franklin R. Shirley 12/74	Orville W. Powell 72	Lewis W. Cutright	Joe G. Collette	Paul Crim	Tom A. Surrat	Joe H. Berrier	919 727-2123
NORTH DAKOTA (17)										
Bismarck	CO	35	Robert O. Heskin	. . . .	Tom Baker-1	Tom Baker	Alvin H. Ode	Gordon Kern	Edward J. Booth-4	701 225-4170
Bottineau	MC	3	Gerald O. Sveen 4/78	. . . .	William Woolcott	Reuben Ellingson	Harley Renick	. . . .	Alex Gilles	701 228-3422
Carrington	MC	2	Alvin Paulson 4/78	Wallace Emerson 74	. . . .	Wallace Emerson-1,3	Forrest Bold	Ervin Nicholson	Dale Townsend-5	701 652-2102
Devils Lake	CO	7	Dennis L. Riggin 4/78	. . . .	Dennis M. Thompson	Dennis M. Thompson-3	F. Reardon	Leon Timboe	A. Clark-4	701 662-4912
Dickinson	CO	12	Henry Schank	. . . .	James K. Gerou-1,3	James K. Gerou-1,3	Joe Klein	Gerald Barnhart	Donald Cuskelly-4	701 225-6765
Fargo	CO	53	Richard Hentges 4/78	. . . .	F. R. Fahrlander-1	F. R. Fahrlander-1	William T. Stewart	Edwin R. Anderson	Wilbur K. Michelson	701 235-4269
Grafton	MC	6	Robert E. Dahl 4/78	. . . .	E. F. Machart-1,2,3	. . . .	Leroy Nelson	William Broer	. . . .	701 352-1561
Grand Forks	MC	39	C. P. O'Neill	R. J. Simons	R. L. Lerud	R. S. Niles-1	Lloyd Fairweather	. . . .	F. B. Orthmeyer-4	701 775-8103
Jamestown	MC	15	G. E. Burchill 4/78	. . . .	Rex C. Brisben-1,2	Rex C. Brisben-1,2	Melvin J. Kachel	James Tally	Donald Wenaas-4	701 252-5900
Mandan†	CO	11	D. A. Carlsen 4/76	. . . .	Ray Hoffman-1	Olga Vogelpohl	Pete Gartner	George Doll	George J. Toman-4	701 663-9587
Mayville	MC	3	(not reporting)							701 786-2555
Minot*	CM	32	Chester Reiten 4/78	John E. Arnold 72	R. A. Schempp-1	R. A. Schempp	Arthur Klimpel	Fred Dobrovolny	Burt Peckham-4	701 838-4041
Rugby	MC	3	Mark Butz 78	L. A. Johnson 74	Judy Heintz	L. A. Johnson-1,3	Tim Estes	Ned Mitzel	. . . .	701 776-6181
Valley City	CO	8	Ernie Miedema 4/78	. . . .	Raymond G. Larson	. . . .	Ken Raveling	Jack F. Ladbury	. . . .	701 845-3110
Wahpeton	MC	7	(not reporting)							701 642-6651
West Fargo	CO	5	(not reporting)							701 233-2781
Williston	CO	11	Diane L. Bervig 4/78	. . . .	J. Larvick-1	J. Larvick	Harris Anderson	Raymond Atol	Gene Emery	701 572-2197
OHIO (325)										
Ada v.	MC	5	Robert J. Bischoff 12/75	. . . .	Florence V. Smith	. . . .	. . . .	Park Elwood	James Meyer	419 634-8876

Akron	MC	275	John S. Ballard 12/75	....	Joseph A. Denholm	Peter F. Donnelly	Carl Best	Harry Whiddon	Edward P. Thiell	216 375-2121
Alliance	MC	27	James P. Puckett 12/75	....	Joseph Harbert-1	Joseph Harbert-1	Karl C. Held	George D. Ziga	David Dreger-4	216 821-3110
Amberley v*	CM	6	W. Henry Blohm 11/75	Thomas E. Wesson 73	Elsie K. Roush	....	....	....	....	513 531-8675
Amherst	MC	10	Anthony J. DePaola 12/75	....	Mrs. James Myers	Thomas Albert	Walter Gambish	Arthur Koppenhafer	David A. Taylor	216 988-4380
Archbold v.	MC	3	William Lovejoy 75	Nolan Tuckerman	Don H. Walters	Don H. Walters	Willard DeGroff	Robert Timmons	....	419 445-4025
Ashland	MC	20	Robert E. Whitmore 12/77	....	Carl L. Barth-1	Carl L. Barth-1	Bernard E. Johnson	Lorin J. Gilbert	....	419 323-6661
Ashtabula	MC	24	Edward F. Bento	....	Robert J. Sabo-1,2	Edward F. Bento	Charles L. Moiser	Ernest C. Savarise	Henry Bernardo	216 997-5791
Athens	MC	23	Donald L. Barrett 12/75	....	Ruth Ellen Story	Ralph Nuzum	Harland Harris	Theodore Jones	Phillip Goldsberry	214 675-5454
Aurora	MC	7	N. J. Anderson 12/75	....	Grace Kizak	Ruth L. Ruggles	E. A. Hackbart	A. J. Robitaille	Charles N. Brown	216 562-6131
Avon	MC	7	Donald L. Hubbard	....	Wm P. Hall	Wm. P. Hall	Harold Smith	Robert Gilles	Vernon Frey	216 934-6192
Avon Lake	MC	12	Harold W. Earley 1 /75	....	Nancy Schwarzwalder	Ernest Palmer	Alexander Albert	Terrance Valek	John Kniepper	216 933-6141
Barberton	MC	33	Joseph J. Zeigler 12/75	....	R. E. Flickinger-1	R. E. Flickinger-1	Robert Werner	Jack Gascoyne	Joseph Lieberth	216 753-6611
Barnesville v	MC	4	George Finch 12/75	....	Patricia Henderson	Patricia Henderson	Harold Arnold	Robert Wineman	Michael Sulek	614 425-1976
Bay Village	MC	18	Henry P. Reese	....	Melissa Nagel	Bruce E. Warnock	Clarence Fibich	Fred F. Drenkhan	Gordon Forsmark	216 871-2200
Beachwood	MC	10	(not reporting)							216 464-1070
Bedford*	CM	18	Lawrence Aguier 12/76	Louis V. Corsi 74	Helen Fidler	Robert Franklin	Jeffrey L. Duber	Milan Duris	William R. Collins	216 232-1600
Bedford Heights	MC	13	Lucille J. Reed 12/75	....	Ann Pocaro	William L. Fenton	Eugene Rogers	Domenic Meuti	Rowley J. Oker	216 439-1600
Bellaire	MC	10	Membrino Castricone 12/75	....	Ida Shubat	L. J. Marinelli	William Johnson	Edward Good	Pete Kovalyk	614 676-6539
Bellefontaine	MC	11	Wm. S. Meyer 12/75	....	Donna M. Dixon	Fred Gross	Alfred Pierron	Donald Woodruff	Lewis R. Ratleff	513 592-5976
Bellevue	MC	9	Phyllis A. Robertson 12/75	Thomas Schwartz 72	Algie H. Arnholt-1	....	Larry Gregory	Russell Hetrick	....	419 483-7720
Belpre	MC	7	Margaret Bowersock 12/75	Gerald F. Bush	Twilia Holbert	Lyle F. Ryan	Harry E. Williams	Larry Baxter	....	614 423-7592
Berea	MC	22	Jack Kafer 12/75	....	....	W. R. Burnham	Ronald H. Garlick	Augustine L. Yanke	Wilma McPeek	216 234-5436
Bexley	MC	15	K. D. McClure 12/75	....	John W. Hornberger-1	John W. Hornberger-2	. . . .(6)	E. R. Krumm, Jr.	R. J. Vannoy-5	614 235-8694
Blanchester v	MC	3	Harry Patterson 78	....	Charles Maull	....	Donald Walker	Glen G. Thompson	Edward Bailey	513 783-2431
Blue Ash*	CM	8	Raymond L. MacNab 11/75	Victor Suhm 72	Marion D. Jett	Betty Stephens	Leslie McNess	Elisha N. Sturgill	Robert I. Richardson	513 791-0330
Bluffton v	MC	3	R. Wayne Matter 12/75	....	David W. Doty	....	Robert Dillman	Jack A Young	....	419 358-2961
Bowling Green	MC	22	Charles E. Bartlett 12/75	Wesley K. Hoffman	Clarence M. Kindler	Jane Delarber	Howard Rutter	Colburn Schall	Dan H. Smythe	419 352-3572
Brecksville†	MC	9	Jack A. Hruby	....	Ada B. Carter	Ada B. Carter	Robert A. Larkman	Jerry F. Vesely	....	216 526-4351
Bridgeport v	MC	3	Samuel C. Lofton 12/75	....	Charles C. Fugate	....	Russell C. Hores	John Agostinelli	....	614 635-2424
Broadview Heights	MC	11	Donald A. Faulhaber 11/75	....	Evalin Connors	Robert J. Holan	Thomas Born	Edward O'Toole	John M. Klipfell	216 526-4357
Brook Park	MC	31	Angelo Wedo 12/75	....	Bette Rupp	Cyrus E. McGovern-1	Ernest Conrad	Thomas Dease	Ronald Jordan	216 234-8833
Brooklyn†	MC	13	John M. Coyne 12/75	....	Frank P. Scarano	Frank P. Scarano	Joseph V. Pucci	Raymond E. Walker	Peter R. Laudi-5	216 351-2133
Brookville v	MC	4	Robert N. Apgar 12/75	Robert L. Wright	Lila L. Snedeker	Lila L. Snedeker	Robert L. Wright	Virgil C. Sanford	R. L. Wright-5	513 833-2135
Brunswick	MC	16	Charles M. O'Malley 12/75	....	....	Paul Delaney	Harvey Wenzel	Clayton Crook	Gregory Crane	216 225-9144
Bryan	MC	7	Harvey R. Corwin 12/75	....	Robt C. Hoffman-1,2	....	Merit Smith	Frank Beals, Jr.	Robert L. Rataiczak	419 636-4232
Bucyrus†	MC	13	Paul R. Outhwaite 12/75	....	Rosemary Robertson	Jay Winters	V. Gordon Grove	C. E. Robertson	F. X. Anderson	419 562-4013
Cadiz v	MC	3	Guy Tabbachi 12/75	....	Marian L. Edgar	Marian L. Edgar	John Francis	Robert Edgar	Henry Gilmore	614 942-2310
Cambridge	MC	14	Robert P. Scott 12/75	....	Virginia M. Hall	Joyce D. Stillion	T. E. Hockenberry	Wayne Lucas	Lewis D. Bowman	614 439-1050
Campbell	MC	13	Rocco F. Mico	John Richards	Helen Cvengros	Pauline Clement	Julius Torok	William Halase	John Richards	216 755-1451
Canfield v*	CM	5	Jack C. Eversman 12/77	Chris Paparodis 74	Juanita E. Jordan	Charles Tieche	Howard Barhouse	Robert C. Byers	....	216 533-4927
Canton	MC	110	Stanley A. Cmich 12/75	....	....	Daniel Myers	Thomas Kilkullen	David J Maser	Robert F. Fisher	216 455-8951
Carey v	MC	4	J. F. Dible 12/75	Charles W. Mabey	Gladys Richardson	....	Clement Hoepf	V. R. Jacob	....	419 396-2371
Carlisle v	MC	4	Roger Stebelton 12/75	....	Robert Flischel	....	Angus Cable	Robert Reichard	....	614 732-4158
Carrollton v	MC	3	Lynn R. Fox 12/75	....	Christina Bowen	....	Robert Herron	W. R. McAfee	....	216 627-2411
Celina	MC	8	D. B. Spangler 12/75	Ted C. Gilroy	Victor J. Pulskamp-1	V. J. Pulskamp-1	J. L. Robbins	Robert Humbert	Ted C. Gilroy	419 586-2311
Centerville*	CM	10	Paul C. Hoy 12/75	Thayer Thompson 74	Marilyn McLaughlin	William Bettcher	. . . .(6)	William F. Randolph	....	513 885-4151
Chagrin	MC	5	Henry B. Bruner 12/75	H. Lamar Trefsger	Patsy H. Loy	Patsy H. Loy	Charles Hern	Hugh V. Young	....	216 247-5050
Chardon v	MC	4	Robert H. Eldridge 12/75	....	Nancy Hart	Nancy Hart	Lewis Rickard	Walter Bookman	Joseph Collica-5	216 286-5841
Cheviot	MC	11	Louis E. Von Holle 1/76	Robert S. Buchanan	Joseph Wood	Conrad O. Weitz	Clarence Borntrager	Donald Macke	Robert S. Buchanan-5	513 661-2700
Chillicothe	MC	25	(not reporting)							614 774-1185
Cincinnati*	CM	453	Theodore M. Berry 12/74	E. Robert Turner 72	Webster W. Posey	J. G. Flick	B. A. Lugananni	C. V. Goodin	A. D. Bird	513 352-3000
Circleville	MC	12	Frank E. Barnhill 12/75	....	Mrs. M. L Turner-1	Mrs. M. L. Turner-1	Bernard Wolfe	Robert L. Temple	Atwood P. Jones	....
Cleveland	MC	751	Ralph J. Perk	....	Mercedes Cotner	Warren Riebe	William Barry	Gerald Rademaker	Raymond Kupukis	216 694-2000
Cleveland Heights*	CM	61	John J. Boyle 12/75	William C. Lahman 64	James B. Tierney-1	James B. Tierney	Vincent J. Brice	Martin G. Lentz	....	216 321-0100
Clyde*	CM	6	Norman Schwochow 12/74	Carroll H. Wood 73	John Orndorff	Mary Lou Noftz	Frank Fultz	Glenn C. Dick	....	419 546-6401
Coal Grove v	MC	3	(not reporting)							614 532-1533
Coldwater v.	MC	4	Maurice G. Cron 12/75	....	Helen R. Rose	....	Edward Severt	Dean F. Schaller	....	419 678-2007
Columbiana v*	CM	5	Charles E. Dotson 12/77	Albert Wardingley 73	....	A. Wardingley-1,2	Charles Esenwein	Daniel J. Sumrok	Donald J. Shaffer	216 482-2173
Columbus	MC	540	Tom Moody 1/76	J. C. Gafford	Helen Van Heyde	Michael J. Gable	Raymond Fadley	Earl Burden, Jr.	Richard D. Jackson	614 461-8100
Conneaut†	MC	15	James E. Walters 12/75	....	Frances Peaspanen	Shirley M. Warren	Edward Hudson	Jack Sanford	Raymond T. Morris	216 593-4357
Cortland v	MC	3	Donald M. Jones 12/75	....	Dolores Fredericka-3	....	Richard Baxter	David H. Murphy	Ralph Guesman-5	216 637-3916
Coshocton	MC	14	Schuyler G. Wharton 12/75	Russell McConnell 74	Frances P. Miller	Martha Salrin	Richard Farver	Robert Kaser	Forrest Hudson	614 622-1373
Covington v.	MC	3	S. George Rudy 12/75	....	Kay Thomas	Norman R. Bentz	Roger C. O'Donnell	Norman R. Miller	....	513 473-3232
Crestline†	MC	6	Silas N. Beal 12/76	Jerome A. Coleman	Theodore A. Pegram-2	Jerome Coleman	R. H. Saum	R. O. Taylor	....	419 683-3800
Crooksville v	MC	3	James W. Cannon 12/75	James W. Cannon 72	Margaret Cook	Douglas Cannon	Ivan Baker	James Slack	Robert Locke	614 982-2656
Cuyahoga Falls	MC	50	Robert J Quirk 1/78	....	Thomas A. Mitchel	Joseph Trecaso	Myron Harrington	Donald Brown	Albert P. Ganocy	216 923-9921
Dayton*	CM	244	James McGee 1/78	James Alloway 74	Don L. Crawford	....	Jerry Weissinger	Grover W. O'Connor	Jack Unterburger	513 225-5145

Directory 1/9 continued MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
OHIO (325) continued										
Deer Park	MC	7	William J. Kleiman 12/75	J. Henry Camp 72	James Canning	Michael McGahan-1	Louis Voelker	Nicholas Nimersheim	. . . .	513 791-1081
Defiance	MC	16	M. B. Gaeth 12/75	. . . .	Margaret Arnold	Mrs. Doris Heilman	Robert Ort	Donald F. Breckler	Otto Gerdeman-4	419 784-2101
Delaware*	CM	15	G E Easterday 11/75	Robert F. Walker 70	Elizabeth F. Speese	M. R. Swartz	Wilbur Bills	R. R. Browning	Rex Sprague	614 363-1965
Delphos	MC	8	Ralph Wagner 12/75	. . . .	. . . .	John J. Gunder	Donald Schimmoller	. . . .	James N. Wiltsie	419 692-9961
Delta v.	MC	3	Richard McKibben 12/75	James McFellin 74	Helen M. Harris	Helen M. Harris	James Penrod	Robert Taylor	James McFellin	419 822-3190
Dennison v	MC	4	Eugene Hart 12/75	. . . .	Charles McCray	Eugene Hart	Richard Patterson	Thomas Meechan	. . . .	614 922-2067
Dover	MC	12	Guy M. Smith 12/75	. . . .	Margaret Walter	Louise N. Haglock	Wilbur Bitticker	Jack Griffin	Arthur Hanni	216 343-3111
East Cleveland*	CM	40	Reginald Raines 12/77	Curtis C. Hall 73	Raymond F. Miller	Raymond F. Miller	Robert K. Harris	Robert Troyan	Ronald A. Stackhouse	216 681-5020
East Liverpool	MC	20	Norman R. Bucher 1/76	. . . .	E. Allan McKeever	Elizabeth Oliver	Alfred Vandyne	Kenneth H. Mooney	Robert L. Curran	216 385-3381
East Palestine	MC	6	James H. Lynch 12/75	. . . .	Alfred Gregory	. . . .	Merle Stewart	Wallace Dilworth	. . . .	216 426-9313
Eastlake	MC	20	William H. Lucas 12/75	. . . .	Kay Weatherby	C. Gordon Smith	Donald Vicario	William DePledge	Leo Schneithorst	216 942-1500
Eaton*	CM	6	Jack L. Cobb 12/74	Richard J. Burnette 74	Betty J. Sowder	Betty J. Sowder	Dean Steinke	James L. Callaway	Eugene F. Copp-5	513 456-5561
Elmwood Place v.	MC	4	Emmitt L. Spears 12/75	. . . .	Raymond Baker-1	. . . .	Clifford Wesley	Stanley Wilkymacky	Bill Rake-5	513 842-0754
Elyria	MC	53	Leonard P. Reichlin 12/75	. . . .	Donald J. Rothgery	Thomas M. Radican-1	Lyle C. Scott	Maurice C. Flood	James T. Tracey	216 323-2728
Englewood*	CM	8	Carl G. Boltz 11/75	John Niccolls 71	Betty Gillespie	Joan M. Huls	William Sendelbach	. . . .	Raymond T. Holland-4	513 836-5106
Euclid	MC	72	Harry J. Knuth 12/75	Tony J. Sustarsic	David A. Lawrence	Don J. Sheppard	George R. Langa	Frank W. Payne	Anthony J. Giunta	216 731-6000
Fairborn*	CM	32	Glen J McClernon 12/75	Claude D. Malone 70	Jack Pope	Jack Pope	Charles H. Rule	Robert Cox	Don Meldon	513 879-1730
Fairfax v	MC	3	Ronald G. Cribbet 12/75	. . . .	Virmorgan Ziegler	Virmorgan Ziegler	Kenneth L. Kuhner	Paul A. Ferrara	. . . .	513 271-7012
Fairfield	MC	15	William Harbin 1/76	Dale E. Price 72	Donald B. Brill	George Schiering-1	William Schorr	Sam Bowling	Dale E. Price	513 863-4400
Fairlawn	MC	6	Joseph A. Hartlaub 11/76	. . . .	Terri Edl	William Reed	. . . .	Leo Pietro	. . . .	216 666-8875
Fairport v.	MC	4	Delbert Lintala 12/75	. . . .	David Miller	David Miller	Mike Nahorniak	J. William Fisher	J. William Fisher	216 352-3159
Fairview Park	MC	22	Charles A. Mooney 12/75	. . . .	Thomas Zammikiel	Thomas Zammikiel	Donald Therens	Robert W. Lee	Alan Miller	216 333-2200
Findlay	MC	36	John C. Sausser 12/75	Maxine Radabaugh 72	Jetta J. Hatch	Frank Westall	George Kennedy	Morris Frankhouser	. . . .	419 422-1012
Forest Park*	CM	15	Frederic Lamb 11/75	Michael D. Kadlecik 73	Claire Kuhlman	Claire Kuhlman	Robert Lippincott	James B. Nieman	David J. Stenger-5	513 825-7752
Fort Shawnee v.	MC	3	George A. Conkle 1/76	. . . .	R. Elizabeth Smith-2	R. Elizabeth Smith	. . . .	Thurston E. Judkins	. . . .	419 991-2015
Fostoria	MC	16	Dale D. Mills 12/75	Harry R. Bradner 72	Pauline Hartman	Clarence L. Jacob-1	Bernard C. Conine	Raymond H. Newlove	Harry R. Bradner	419 435-2927
Franklin*	CM	10	Paul R. Smith 12/74	Bernard F. Eichholz 68	Angeline Knutson	Sam Steadman, Jr	Howard Harville	Frank Harbach	Thomas Davis	513 746-9921
Fremont	MC	18	Walter R. Oxley 12/75	. . . .	Donna G. Baumann-1	Donna G. Baumann-1	Alvin Whittaker	Joseph Forgatsch	Rodney W. Lash	419 332-2591
Gahanna	MC	12	Charles A. Leavitt 12/75	. . . .	Lorna Fuss-1	Dolores Eyerman	. . . .(6)	Roger Schirtzinger	James Abraham	614 471-2411
Galion	MC	13	Murral A. Longstreth 12/75	. . . .	Garland Gledhill	Gloyd A. Frye	John Durtschi	John Swain	Albert E. Treisch	419 468-1857
Gallipolis*	CM	7	. . . .	Paul Willer 73	Evelyn Young	. . . .	James A. Northup	John Taylor	. . . .	614 446-1424
Garfield Heights	MC	41	Raymond A. Stachewicz 12/75	. . . .	Evelyn M. Hubert	Dennis E. Golem	L. Zoul	J. L. Hopkins	Alex J. Piekarczyk	216 475-1100
Geneva*	CM	6	Donald T. Miles 12/74	R. C. Salisbury 58	Shirley Cowles	R. C. Salisbury	Robert Bancroft	Lloyd Sprague	R. C. Salisbury	216 466-4675
Georgetown v	MC	3	James R. Bends 12/75	. . . .	Wanda W. Cahall	. . . .	Ralph Fithen	Donald McElroy	. . . .	513 378-6400
Germantown v.	MC	4	Ross J. Winning 12/75	Dan Anslinger, Jr. 70	Robert E. Lamb	Robert E. Lamb	Richard Zechar	D. E. Exline	Terry C. Breeding	513 855-6567
Gibsonburg v.	MC	3	Ray M. Garn 12/75	. . . .	Lois E. Larson	Florence E. Burkett	Carl Paul	Robert R. Dix	. . . .	419 637-3166
Girard	MC	14	Jos M. Masternick 12/75	. . . .	Dorothy V. Gorenc-1	Dorothy V. Gorenc-1	Sam Revella	Anthony M. Ross	Peter Shelby-5	216 545-3879
Glendale v.	MC	3	(not reporting)							513 771-7200
Golf Manor	MC	5	Herbert Pastor 11/75	. . . .	Jack Nathan	. . . .	John Koch	Wm. Schneyer	. . . .	513 531-7491
Grandview Heights	MC	8	Larence E. Pierce 12/75	. . . .	Donald E. Finney-1	. . . .	Charles Hovermale	David L. Miller	Sam Troiano-5	614 488-3159
Granville v*	CM	4	Norman A. Luker 12/75	Robert J. Harmon 73	. . . .	. . . .	. . . .	. . . .	. . . .	614 587-0707
Greenfield	MC	5	Paul Narcross Jr. 12/75	Don Greene 72	Marha Schmidt	Ray W. Devitt	Lowell Cropper	Guy Hunter	. . . .	513 981-2023
Greenhills	MC	6	Ronald E. Otting 12/75	. . . .	Ester Ellis	Wesley A. Weaver-1	Henry Eberle	Charles R Albertson	Harry B. Seibel-5	513 825-2100
Greenville	MC	12	Marion E. Grimes 12/75	. . . .	E. J. Gruber-1	E. J. Gruber-1	Willie L. Beaver	Dwight Williamson	Howard C. Schlagetter	513 548-1482
Grove City	MC	14	Michael T. Brandt 1/76	Ronald E. Huber	June Cook	Ronald E. Huber	Donald Reese	Elbert L. Evans	Stephen L. Ritter	614 875-6368
Hamilton*	CM	68	Frank Witt 12/75	Edward C. Smith 71	Edna Geron-1,2	Jack Becker	Lawrence Rose	Geo. V. McNally	Jack B. Kirsch	513 895-7401
Harrison v	MC	4	Harry A. Rolfes	. . . .	. . . .	. . . .	Irvin Wright	. . . .	. . . .	513 367-4313
Heath	MC	7	John C. Geller 12/77	Al Lallathin 74	Mrs. C. Lederer-2	Mrs. C. Lederer-2	Richard Padar	Charles G. Pinney	. . . .	614 522-1420
Hicksville v	MC	3	Jay T. Volkert 12/75	. . . .	Garnette Forder	Garnette Forder	Jack Gloor	Norman Cottrell	. . . .	419 542-5011
Highland Heights	MC	6	Frank J. Krainz 12/75	. . . .	Marcia A. Jarmush	Wesley G. Schmidt	Frank C. Strumbly	Keith H. Woodie	Joseph Morscher	216 442-2440
Hilliard	MC	8	William J. Provenzale	. . . .	Robert Stewart	Chris H. O'Brien	William Carl, Sr.	Edgel Maynard	Roger Reynolds	614 876-7361
Hillsboro†	MC	6	D. Dean Hill 12/75	Geo. W. Gall	Gertrude Hopkins	Elizabeth A. Layman-	J. Fred Bennett	Wm. T. Woolard	. . . .	513 393-3411
Hubbard	MC	9	Arthur U. Magee 12/75	. . . .	Timothy Rodgers	Thomas Crowe	Robert Strachen	Ernest DeMatteo	T. J. Wilson	216 534-3090
Hudson v*	CM	4	John W. Rogers 12/75	Sheldon Schweikert 66	Mildred M. Allen	Barbara J. Harder	R. H. Myers	J. Fetzer	H. R. Kuchenbecker	216 653-6651
Huron*	CM	7	Peter A. Walderzak 11/75	David J. Markusse 70	Phyllis Wassner	Harold Holzhauser	Phillip L. Thomas	Louis P. Wargo	Scott R. Hetrick	419 433-5000
Independence	MC	7	Winfred Wisnieski 12/75	. . . .	Mrs. E. Hackett	Shelton Sweress	Bernard Kasperski	Allen Baur	. . . .	216 524-4131
Indian Hill v*	CM	6	William McD. Kite 12/75	A. Wray White 66	Thomas Sherwin-2	Thomas Sherwin-2	Clifford Behrmann	John H. Diekmeyer	A. Wray White	513 561-6500
Ironton*	CM	15	Paul Kellogg 12/75	Richard T. Roberts 74	Juanita Fayne	Walter Kesterson-1	Leo Webb	George Haas	Ernest Cooke-4	614 532-3833
Jackson	MC	7	James W. Jenkins 12/75	. . . .	Imogene Evans	. . . .	Charles Stevenson	Herman M. Stiles	C. Edward Wolfe	614 875-5588

Jefferson v	MC	4	D. Gene Graves 12/75	....	Eleanor Baker	....	Richard Hockenberry	Almond Castle	....	216 576-3941
Johnstown v	MC	3	James E. Bailey	....	George Neibarger	....	....	Charles White	William Clark	614 967-9911
Kent	MC	28	Joseph M. Sorboro 12/77	....	Carol Lockhart	Joseph A. Betkoski	Fred J. Miller	Ronalk Heineking	Harry McBride	216 678-8100
Kenton	MC	8	Frank N. Cook 12/75	Byron J. Pfeiffer 66	Dorothy M. Gibson	C. P. Wyndham	Charles Wilson	C. W. Sheldon	B. J. Pfeiffer	419 675-5292
Kettering*	CM	70	Charles F. Horn 11/77	Ervin L. Welch 54	Helen D. Lutz	A. L. Jordan-2	Robert W. Myers	John R. Shryock	Ervin L. Welch-5	513 296-2400
Kirtland	MC	6	Douglas R. Guy 12/75	....	....	Richard L. Martinet	Ralph Dyke	Edward Minor	H. Wm. Bendfeldt	216 256-3332
Lakemore v	MC	3	(not reporting)							216 784-2104
Lakewood	MC	70	Robert M. Lawther 12/75	....	Grace Reynolds	Raymond N. Heege	Byron Cook	Charles C. Petro	Raymond O. Meyers	216 521-7580
Lancaster	MC	33	Edward C. Rutherford 12/75	Edward C. Rutherford	James P. Reid-1	Jean F. Tobias	Wallace Kerns	Sam Hutsler	Devon W. Tipple	614 653-1201
Lebanon*	CM	8	Myles Pence 12/75	Charles L. Guard 62	....	Richard H. Witker-1	Jack M. Whitaker	Lester Kilburn	Charles L. Guard	513 932-3060
Lexington v†	MC	3	Allen M. Cook 12/75	....	John Enterling	John Enterling	Richard Carter	William Rein	....	419 884-1329
Lima	MC	54	Harry J. Moyer 11/77	....	Margaret Griffith	Richard I. Gilbert	George K. Kelley	William K. Davenport	George T. Scheid	419 225-7040
Lincoln Heights†	MC	6	James E. Lowry 12/75	....	Elbert Daniels-1	James E. Harding-2	Marshall Hardy	Kenneth Graham	Roger A. Zellars	513 733-4939
Lisbon v	MC	4	(not reporting)							513 325-0511
Lockland	MC	5	Raymond A. Bauer 12/75	....	William E. Cox	Paul Ballbach-1	Fred Geraci	Frank Gruber	M. K. Biggs-5	513 761-1122
Logan	MC	6	M. B. Haney 12/75	Roy Loomis	Albert Elick	Virginia Gano	Robert Courter	Roy Kelch	....	614 385-3783
London	MC	6	George E. Wickline 12/75	Mary Louise Alcott	....	....	Richard Minner	John Sherman	Bruce Lewis	614 852-1111
Lorain	MC	78	J. J. Zahorec 12/75	....	Frank J. Gall	Ronald L. Nabakowski	Henry Peirce	John Malinovsky	Elio Jacobozzi	216 244-3204
Loudonville v	MC	3	(not reporting)							419 994-4723
Louisville*	CM	6	Lee R. Hoover 12/75	John R. Sanders 73	Mary K. Wolf	Roy L. Holloway	Wm. Kline, Sr.	John F. Hanlon	....	216 875-3321
Loveland*	CM	7	Viola I Phillips 12/75	Raymond S. Niemi 70	Bert J. Smith	Bert J. Smith	Julius Defossett	Robt Jordan	....	513 683-0150
Lyndhurst	MC	20	Lester C. Ehrhardt 12/75	....	Jean Tidd	Jean Tidd	Steven Roth	Roger M. Smyth	Melvin Waldschmidt	216 442-5777
McDonald v	MC	3	Harper R. Rudge 12/75	....	....	....	Bill D. Phillips	William A. Cartwright	....	216 545-5471
Macedonia	MC	6	(not reporting)							216 467-7648
Madeira*	CM	7	Daniel D. McDonald 12/75	George Babe 71	Edward Hillman, Jr.	....	Clifford Behrmann	Phillip R. Hudson	....	513 561-7228
Mansfield	MC	55	Richard A. Porter 12/75	....	....	L. Norman Walker	L. F. Boebel	Albert D. O'Neil	Peter A. Zimmerman	419 522-5162
Maple Heights	MC	34	Emil J. Lisy, Jr. 12/75	....	George S. Matejka-1	George S. Matejka-1	Edward Prasek	Edward Prasek	Robert J. Lough	216 662-6000
Mariemont v	MC	5	Charles Straley 12/75	....	W. L. McCormack	....	Jess Applegate	Donald Shanks	....	513 271-3246
Marietta	MC	17	James F. Schweikert 12/75	....	Martha W. Kitchen	Calvin C. Dye	Beman Biehl	P. K. Gramkow	James E. Inabnet	614 373-1387
Marion	MC	39	Donald E. Quaintance 12/75	....	Mary Wilcox	Robert B. Wooley	Kenneth Wakely	John Long	Charles N. Eblin	614 382-3123
Martins Ferry	MC	11	(not reporting)							614 633-2876
Marysville*	CM	6	Forrest M. Watkins 12/75	J. Walter Brubaker 68	Paul D. Willeke-2	Paul D. Willeke-2	Donald R. Stout	Vernon E. Bright	J. Walter Brubaker	513 642-8852
Mason*	CM	6	Arlie Parke 76	Robert Chace 73	Betty Baysore	Betty Baysore	Richard Fussner	James Knott	....	513 398-8010
Massillon	MC	33	Mark Ross 1/76	....	Maxine Speicher-1	Maxine Speicher-1	Michael Bednar	John Diloreto	Blase J. Sparma	216 833-4625
Maumee	MC	16	Arthur W. Buffington 12/75	....	Charles H. Beard	Charles H. Beard	H. Richard Charter	Newell F. Baggett	Odell B. Bradshaw-4	419 893-8751
Mayfield v	MC	4	John D. Leech 1/75	Gus Amendola 74	John D. Relic	John D. Relic	Allan J. Hejcl	Lliam Shortle	....	216 442-1266
Mayfield Heights	MC	22	Ross C. Dejohn 12/77	....	N. E. Schmidt	N. E. Schmidt	Glenn Munthe	Nick Tagg	Arthur Badgley	216 442-2626
Medina	MC	11	August Eble 12/77	....	Helen Wyman	Wayne Hamilton	Thurston Berry	....	Glenn S. Hattery	216 725-8861
Mentor*	CM	37	Harry G. Waterman,Jr.	Arthur V. Dickard 69	Lori Tills	Helen K. Grubel-1,2	Alfred G. Howells	James W. Agard, Jr.	George C. Hadden-4,5	....
Mentor-on-the-Lake	MC	7	Robert E. Taylor 12/75	....	....	Frank Orlove	Donald Cunningham	Richard Dodd	....	216 257-7216
Miamisburg*	CM	15	Robert H. Mears 12/75	John W. Laney 68	Mrs. Anthony Clark	Kermit E. Simmons	Norman Mason	Carlyle E. West	....	513 866-3303
Middleburg Heights	MC	12	Jim Carr 12/75	....	George Schiffhauer	....	Leland Bassett	William Wilkins	Donald Rolbes	216 234-8811
Middleport v†	MC	3	John W. Zerkle 75	....	Gene Grate	Lawrence M. Stewart	Robt. E. Byer	J. J. Cremeans	....	614 992-2246
Middletown*	CM	49	C. Dudley Inwood 12/75	Dale F. Helsel 70	Sylvia H. Hughes	Robert Ritter	Vic Auvil	J. R. Howerton	Richard D. Goecke	513 424-3579
Milford v*	CM	5	Nancy C. Storch 12/75	Macaulay Gosney 73	Maydora Ladd	Ruth Brower	Edward Vogt	Earl Konrad	Robert Smith-5	513 831-4192
Millersburg v	MC	3	Duane Allison	Rupert M. Fry	S. P. Riggle, Jr.	....	Richard Foltz	Carl E. Starner	....	216 674-1886
Minerva v	MC	4	Lee R. Kopp 1/76	....	Rita Hoffee	....	Dale George	William Hawk, Sr.	....	216 868-5420
Mingo Junction v	MC	5	Albert Olexia 12/75	....	....	Rocco Crugnale-1	Albert Green	Geo. Dodsworth	Ben Zarych	614 535-1511
Mogadore v	MC	4	(not reporting)							216 628-4550
Monroe v	MC	3	(not reporting)							513 539-7679
Montgomery v	MC	6	Robert J. Novak 12/75	....	....	Ralph C. Lottes	....	Richard Ray Moore	H. C. Hansen	513 891-2424
Montpelier v	MC	4	Donald D. Steinke 12/75	Paul E. Hutchinson	Betty M. Allman	Phil Weidner	Lewis Hendricks	Raymond Fisher	Harold Starr	419 485-4015
Moraine*	CM	5	Carl Gerhardt 12/77	Irl L. Gordon 69	Carla S. Carpenter	Leo Thien	John Elrod	Robert Woods	....	513 225-5145
Moreland Hills v	MC	3	Harvey J. Schach 12/75	....	Dolores Potts	Viola Preising	....	Robert Kalta	Joseph Ackerman	216 248-1188
Mount Gilead v	MC	3	Fred Wieland 1/76	....	Hollis Demuth	Hollis Demuth	John Houpt	Wesley Walker	....	419 946-3926
Mount Healthy	MC	7	Howard G. Doerger 12/75	....	Vera Straub	William Schehl	Arthur Girty	....	Vincent Kneuven	513 931-8840
Mount Vernon	MC	13	Harold C. Johnson 12/75	....	Martha J. LeMasters	Virginia Lewis-1,2	Carrol L. White	Harry E. Hamilton	J. Vernon Hall-4	614 392-8016
Munroe Falls v	MC	4	Gerald L. Hupp	....	Barbara Rush	Barbara Rush	Charles Rush	Ronald Zimcosky	Edgar E. Carpenter	216 688-7491
Napoleon*	CM	8	T. F. Moriarty, Jr. 12/75	....	R. W. Schweinhagen-2	....	Franklin J. Adams	Richard Rudolph	....	419 592-4010
Nelsonville	MC	5	(not reporting)							614 753-1511
New Boston	MC	3	Charles L. Ottney 12/75	Raymond C. Gulley 72	Helen E. Hickman	....	Elmer Oliver, Jr.	Russell Imes	....	614 456-5347
New Carlisle v*	CM	6	William J. McNeely 12/75	George Molnar 74	Florence H. Van Dyke	Florence H. Van Dyke	Harold A. Lucas	Kenneth A. Karns	Robert Gomez	513 845-9492
New Lebanon v	MC	4	Harold Thomas Moore 12/75	....	Dean McCloud	....	Bernard Falldorf	Richard Winkler	Howard Metzger	513 687-2675
New Lexington v	MC	5	(not reporting)							614 342-1633
New Miami v	MC	3	(not reporting)							513 892-5755
New Philadelphia	MC	15	Lloyd Dinger 12/75	....	Harold Wiggins	Matthew Ellis	Elmer Renicker	James Locker	J. W. Stevenson	216 364-5531
New Richmond v	MC	3	(not reporting)							513 553-4530

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
OHIO (325) continued										
Newark	MC	42	Richard E. Baker 12/75	....	Dorothy Houdeshell	Robert B. Franklin-1	E. E. Malloy	Charles Spurgeon	James W. Francis	614 349-7185
Newburgh Heights v	MC	3	Joseph W. Houdek 75	....	Rose Holecek	Rose Holecek	John Martin	Robert J. Nowak	Leo Orlowski	216 641-4650
Newcomerstown v	MC	4	Chas E. Holdsworth 12/75	....	Wendell J. Yanai	....	Otto Haxton	John E. Lawver	....	614 498-6313
Newton Falls*	CM	5	Joseph J. Layshock 12/75	William P. Craig 73	Ruth Morris	Dolores Stoner-3	Kenneth Whetzel	Ralph Henderson	George Stanley-5	216 872-0806
Niles	MC	22	Wm. A. Thorp 12/75	....	Harriet R. Quinn	Phillip A. Rickard	Edward Watkins	John Ross	Leonard B. Holloway	216 652-3415
North Baltimore v	MC	3	John W. Sterling 12/75	....	Evelyn A. Seibert	Evelyn A. Seibert	Frank W. Paden	David Brightwell	....	419 257-2394
North Canton	MC	15	David W. Johnson 12/75	Clifford W. Gehrum 72	M. A. Beal	Bill Kascavelis	Glen A. Forney	Robert D. Fulk	....	216 499-3464
North College Hill	MC	12	Charles W. Pieper 12/75	....	Mrs. G. Stagman	Oliver Kirchhof-1	Wilbert Koch	Stanley Petit	Harry Joesting-5	513 521-7413
North Olmsted	MC	35	Ralph E. Christman 12/75	....	Nora T. Hill	W. L. Gerlach	Ray A. Bement	Harry W. Hird	Earl Weldon	216 777-8000
North Ridgeville	MC	13	Charles H. Stuart 11/75	....	Vincent Farrell	Howard A. Niederst	Robert Dreger	Thomas A. Sigsworth	Robert Kleinoeder	216 327-6811
North Royalton	MC	13	Harry E. Loder 11/75	....	June Lusk	Leonore Chidsey	Donald Aitken	Norman Hach	Paul Frank-4	216 237-5686
Northwood v	MC	4	George H. Dalling 12/75	....	Merle H. Scott-3	Merle H. Scott	Merlin Rolfes	Thomas W. Hall	....	419 693-0769
Norton	MC	12	(not reporting)							216 825-4511
Norwalk	MC	13	Wayne C. Goodsite 12/75	....	Rose M. Foss	Douglas A. Colvin	Elmer McGuckin	Lawrence Hilson	Herbert O. Krogh	419 663-0131
Norwood	MC	30	Joseph W. Shea, Jr. 12/75	Raymond J. Tepe	Mal H. Uchtman	Louis Rumpke	Richard Macke	Harry Schlie	Robert Dettmer	513 631-2700
Oak Harbor v	MC	3	Thomas F. Palmer 12/75	....	....	....	Dale Thorbahn	William Paulsen	....	419 898-2055
Oakwood*	CM	10	C. F. Riedmiller, Jr. 12/75	J. David Foell 63	Dorothy Bussinger	Martha L. Graybill-1	Michael J. Kelly	Michael J. Kelly	Jack L. Carter	513 225-5145
Oakwood v	MC	3	(not reporting)							419 594-3352
Oberlin*	CM	9	Kinzer A. Habecker 12/75	Thomas D. Dalton 71	Mrs. Eugene Champe	Douglas E. Ward	W. E. Van Ausdale	Wade D. Schindler	Richard J. Larson	216 775-1531
Olmsted Falls	MC	5	Allan R. Mills	....	Florene B. Lauffer	Frederick R. Barrett	John Calogar	William Sefcek	....	216 235-5550
Ontario v	MC	4	Orval L. Bemiller 12/75	....	Frank A. Stumbo	....	Wayne E. Danals	Forrest F. Felger	John P. McPherson	419 529-3818
Oregon	MC	17	Carlton R. Haas 12/75	....	Hildred Fox-1	Hildred Fox	Kenneth W. Ensign	James Saddoris	William J. Gross	419 693-9371
Orrville	MC	7	Gordon R. Hostetler 12/75	Robert E. Lacy 52	James W. Herring	Dale L. Long-1	Laird Null	William Stocker	Robert E. Lacy-5	216 682-3931
Ottawa v	MC	4	Louis H. Macke 12/75	....	Mack Schaffer	Harriet Frick	Eugene Diemer	Eugene Fischbach	Dewey M. William	419 523-5020
Ottawa Hills v	MC	4	Frank J. Voss 12/74	Robert M. Jeffrey	Michael Hartman	....	Warren Schuster	Edward Wechtel	....	419 536-1111
Oxford*	CM	16	Gilbert F. Williams 11/75	John K. Anderson 73	Evelyn Webb-1	Evelyn Webb	Kent Shoemaker	Joseph L. Statum	....	513 523-2575
Painesville*	CM	17	....	Lester N. Nero 74	Vaughn A. Bentley	Robert Wooten-1,2	Robert Farren	George Gasper	Ned F. Foley	216 352-9301
Parma	MC	100	John Petruska 12/75	....	Bernard J. Survoy	Joseph S. Lime-1	Leonard Ott	Francis Szabo	Charles R. Henke-5	216 886-2323
Parma Heights	MC	27	Paul W. Cassidy 12/77	....	Carla Binder	Alice J. Felice	John J. Moran	Edward Mudra	Daniel A. Tobik	216 884-9600
Paulding v§	MC	3	Ralph C. Wyatt 12/75	Warren E. Smith 71	Clyde L. Kellerman	....	Norman Rulman	Walter G. Heinrichs	....	419 299-3786
Pepper Pike v	MC	6	Edgar G. Parks 12/75	....	Alberta Heiskell	Rosemary David	William E. Gorris	John E. Mullaney	Frank Csiszko	216 831-8500
Perrysburg	MC	8	(not reporting)							419 874-7913
Piqua*	CM	21	Joseph C. Goetz 12/75	Wayne Barfels 72	Mary C. Elliot	Richard Reed	Russel Selby	James Gary	Robert Roth-4	513 773-1284
Poland v	MC	3	Merle L. Madrid 12/75	....	Raymond Gotthardt	....	Dale Wegele	William M. Klase	....	216 757-2112
Pomeroy v	MC	3	Dale E. Smith 1/76	....	Jane Walton	....	Charles Legar	Jed J. Webster	....	614 992-2246
Port Clinton	MC	7	John F. Fritz 12/75	Max E. McLaury	William J. Smith-1	....	Edward Gates	Henry Jacoby	....	419 734-4341
Portsmouth*	CM	28	Howard Griffin 1/76	C. Scott Johnson 74	Elizabeth Slattery	Harry O. Potts	James Pendleton	Ray Thompson	Roger Monk	614 353-4360
Ravenna	MC	12	Gertrude Cunningham 12/75	....	George Martin	Eloise E. Ticknor	James Batsch	John Somers	Charles F. Johnson	216 296-3864
Reading	MC	14	Charles Gertz 12/75	....	Mary E. Moran	Donald A. Dawdy	Elmer J. Siebel	Artice Paul	Anthony J. Gertz	513 733-3725
Reynoldsburg†	MC	14	Richard J. Daugherty 12/75	....	Sonja Herd	Kathryn B. Clymer-1	....	W. Bruce Umpleby	Frank T. Baldy	614 866-6391
Richfield v	MC	3	Paul J. Wulff 12/75	Russell English	....	Libby Peters	Russell English	Thomas Fisher	....	216 659-9700
Richmond Heights	MC	9	Frank J. Brundic 12/75	....	Edward L. Wess	Sylvania Stanek	Robert A. Stefancik	Robert C. Smoltz	Michael DeSan	261 486-2474
Ripley v	MC	3	Howard L. Kabler 12/75	....	Nancy Raiper	....	C. Thomas Klump	William Perry	....	513 392-4377
Rittman*	CM	6	Ashton O. Hall 12/75	Lawrence J Moedt 73	G. J. Griffith	Melvin R. Ritter	Lawrence Cline	Merle Heffelman	Lawrence J. Moedt	216 925-2045
Rocky River	MC	23	Earl Martin 12/75	....	Robert Renouard	Robert Renouard	Donald R. Chesser	Leslie Black	Arthur A. Reitz	216 331-0600
Rossford v	MC	5	Benjamin A. Schultz 12/75	D. T. McKnight 72	Wm. Nollenberger	Vincent H. Langevin	Lawrence Wojnar	Mathew J. Vedra	Arthur Brown	419 666-0210
St. Bernard	MC	6	Charles Young 12/75	....	George Stegman	Edward J. Geiser	William Miller	....	Nicholas Bischak	513 242-7770
St. Clairsville v	MC	5	Edgar White 12/75	....	C. Kenneth Henry	C. Kenneth Henry	Bruce Henderson	Thomas M Minder	William Porterfield	614 695-1324
St. Marys	MC	8	Howard Schultz 12/75	Kenneth Hegemann	....	Virgil Sullivan-1	Ed Wiener	James May	Kenneth Hegemann-4	419 394-3303
Salem	MC	14	Charles E. Alexander 12/75	....	Kathleen Utterback	Susan Schmid-1	Martin Catlos	Richard M. Whinnery	E. R. Durand	216 332-4241
Sandusky*	CM	33	Stuart Gosser 12/75	Frank A. Link 72	Virginia Schaefer	Carol M. Steensen	Paul H. Bing	Arnold C. Ziemke	Paul C. Fogle	419 625-6120
Sebring v	MC	5	John W. K. Fahnert 75	....	Helen Erb-2	Helen Erb-2	Dale Larkins	Paul Gednetz	....	216 938-2441
Seven Hills	MC	13	Richard A. Ganim 12/75	....	Rose Marie Gavula	Jack E. Evans	Joseph Kish	Thomas J. Resek	....	216 524-4421
Shadyside	MC	5	Charles F. Morgan 12/75	....	Donna J. Martin	Paul Giffin	William Wood	Elmer Dailey	Louis Postage	614 676-5972
Shaker Heights	MC	36	Walter C. Kelley 12/75	....	William J. Schuchart	William J. Schuchart	George L. Vild	George J. Lamboy	Bernard Rife	216 752-5000
Sharonville	MC	11	John S. Dowlin 12/76	Rex E. Baysore	Lena Rickard	....	Robert Yeager	William Nuss	Earl Fred Howard	513 563-1144
Sheffield Lake	MC	9	Donald L. Smith 1/76	....	Mrs. J. E. Eastin-1	Mrs. J. E. Eastin-1	Peter C. Franic	Thomas Walther	....	216 949-7141
Shelby	MC	10	Ross I. Sipes	....	Gerald Weaver	Gerald Weaver	Joseph Korbas	Carl E. River	Frank M. Craft	419 347-5131
Sidney*	CM	16	R. A. Echemann 11/75	Richard T. Bennett 73	Jocele Fahnestock	Donald Young	Lyle Baker	Jack L. Wilson	Roger Hoersten-4	513 492-4152

Silver Lake v.	MC	4	Clyde L. Conn 12/75	. . . .	William V. Curry	Wm. V. Curry	. . . .	William O. Ward	Richard F. Miller	216 923-5233
Silverton	MC	7	Richard W. Benken 12/75	. . . .	Bernard W. Pohlman	Judy Hayes	Howard A. Newman	Kenneth A. Dye	James Crowe	513 891-1380
Solon	MC	12	Charles J. Smercina 12/75	. . . .	Thelma Linton	Thelma Linton-1	James Wallace	Paul D. Leffel	Merle A. Risher-4	216 248-1155
South Amherst v	MC	3	Lawrence C. Knoble 12/75	. . . .	Lowell Swinehart	Lowell Swinehart	Hubert Hevener	Thomas Swizek	. . . .	216 986-5901
South Charleston v*	CM	2	Jack W. Dempsey	Clayton Mercer 73	Wanda L. Rice	. . . .	Roger Giffin	Dwight E. Elliott	Clayton Mercer	513 462-8888
South Euclid§	MC	30	Arnold D'Amico 12/75	Edward R. Stiff 73	David McLinn	David McLinn	William Fibich	William Van Veghel	Edward R. Stiff	216 381-0400
South Lebanon v.	MC	3	(not reporting)							513 494-2212
South Russell v	MC	3	D. E. Barriball 12/75	. . . .	Jane G. Stern	Carl Groth	. . . .	Robert Hamilton	. . . .	216 338-7843
Springboro v.	MC	3	(not reporting)							513 746-0761
Springdale.	MC	8	Raymond N. Norrish 11/75	Cecil Osborn 74	Doyle H. Webster	Doyle H. Webster-1	Frank W. Smith	Donald W. Stemann	Herb O. Edgecomb	513 671-0885
Springfield*	CM	82	Roger L. Baker 1/76	Alfred P. Strozdas 68	Wilma Stewart	Thomas Garrett	Frank E. Trempe	Winston J. Stultz	Fred M. Hughes-5	513 325-0511
Steubenville	MC	31	William Crabbe	Robert J. Smogor 72	Lillian Lloyd	J. A. Quattrone, Jr.	Bernard Bickerstaff	Geo. Mavromatis	Robert J. Smogor	614 282-4561
Stow	MC	20	Roger H. Howard 12/75	. . . .	Adrienne Gill	William C. Sisler	Dave McMillen	Darrell Wagner	James Mitchell	. . . .
Streetsboro v†	MC	8	Robert E. French	. . . .	Sally Phillips	Laura Fulper	Joseph Goray	Lowell F. Justice	Raymond J. Artl-5	216 626-4942
Strongsville	MC	15	John F. Pearce 12/75	. . . .	Harlan N. Gifford	Harlan N. Gifford	Alfred Graves	Raymond Buschman	John F. Pearce	216 238-6966
Struthers	MC	15	Thomas J. Creed 12/75	. . . .	Susan Tablack	John L. Kovach-1	Donald Cooper	Nicholis Polito	Earl M. Simpson	216 755-2181
Sunbury v	MC	3	(not reporting)							614 965-3946
Swanton v.	MC	3	Claron G. Ingraham 76	. . . .	Carolyn J. Nagel	Carolyn J. Nagel	Lewis W. Taylor	Ralph D. Griffin	. . . .	419 826-2816
Sylvania	MC	12	Warren A. Schuster 12/77	. . . .	Clayton F. Fischers-1	Clayton F. Fischers	Elmer Cline	Arthur F. Cole	John P. Arnot	419 882-7102
Tallmadge	MC	15	Robert H. Voelkle 12/75	. . . .	. . . .	Virginia Walters-1	Wilburn Crites	Michael Dremak	Reed B. Dove	216 633-3244
Tiffin	MC	22	(not reporting)							419 447-3440
Tipp City*	CM	5	Donn J. Davis 12/75	Jerry A. Wones 72	Phyllis Giesseman	Phyllis Giesseman	Clarence Drewing	Jack D. Cheadle	. . . .	513 667-8424
Toledo*	CM	384	Harry Kessler 11/75	James B. Daken 71	James L. Churchill	C. Donald Eisenmann	Eulan G. Tucker	Corrin J. McGrath	Eugene R. Kasper	419 215-1500
Toronto†	MC	8	George V. Cattrell 12/75	. . . .	Richard Hazelip	Ralph R. Tarulli	Wm. Hutchinson	Paul K. Foringer	John H. Brayley	614 537-2750
Trenton*	CM	5	Ron Specht 12/75	Rolfe Wagner 72	Richard O'Connor	Richard O'Connor	Harold Poplin	Hobert Adams	Merle Garrett-5	513 988-6304
Trotwood*	CM	7	Herbert M. Louis 12/75	Robert J. McNay 61	Robt. J. McNay	Robt. J. McNay	. . . .	Jon Schweigert	Gerald E. Hall	513 837-7771
Troy§	MC	17	Ivan D. Terrell 12/75	Marlen E. Reber 68	Sue G. Knight	Sharon Drake-1	Robert E. Counts	Robert Brown	Marlen E. Reber	513 335-5825
Twinsburg*	CM	6	W. Edmund Thirkel 12/75	Michael G. Orenic 74	Bonnie J. Sargent	Ronald E. Felton	Roy Watson	Glenn Osborn	Michael G. Orenic Jr.	216 425-4234
Uhrichsville	MC	6	Harold W. Edwards 12/75	. . . .	Helen L. Dempster	Helen L. Dempster-1	Richard Grandison	Frank Parker	Robert Henry	614 922-1243
Union v	MC	4	(not reporting)							513 836-1212
University Heights	MC	17	I. W. Konigsberg 12/77	. . . .	June P. Hall	Paul J. Wiener	Albert McFarland	Donald J. Stehlik	Marshall J. Wien	216 932-7800
Upper Arlington*	CM	39	Richard H. Moore 1/76	Hal W. Hyrne 68	Jean M. Ohlman	Denham Pride-1,2	Henry H. Litteral	Roy F. Thomas	. . . .	614 457-5080
Upper Sandusky	MC	6	Oscar J. Weiker 12/76	. . . .	Nelson E. Summit-1	Nelson E. Summit	Vincent Fox	Paul V. Taylor	. . . .	419 294-3862
Urbana	MC	11	John T. Rogers 12/75	R. R. Tullis 72	Edna M. Meeks	Blanche A. Rhea-1	E. A. Branstiter	Bill Lingrell	. . . .	513 653-3812
Van Wert	MC	11	A. W. Schult 12/75	. . . .	I. G. Katterheinrich	John A. Jones-1	R. C. Cryer	Thomas White	Donald L. Clair	419 238-2462
Vandalia*	CM	11	Walter L. Lakin 12/75	Ted A. Gaebler 72	Ted A. Gaebler	Kenneth W. Simpson	. . . .(6)	Ray Nardini	Warren E. Senseman-5	513 878-5891
Vermilion	MC	10	Jack R. Armstrong 12/75	. . . .	Mary Lou Rubright	Robert H. Martin-1	Earl Bogan	Roland Fleming	George Phillips	216 967-5517
Wadsworth	MC	13	John D. Henson 12/75	. . . .	Theodore H. Ewing	Theodore H. Ewing-1	Chester Fish	Bernard Tighe	William J. Lyren-4	216 335-1521
Walbridge v	MC	3	Carl Hansen 12/75	. . . .	Ruth Wolfe	. . . .	Donald Smothers	Filippo DiPillo	. . . .	419 666-1830
Walton Hills v	MC	3	Thomas G. Young 12/75	. . . .	Lois Lambert	Lois Lambert	Jeff Duber	Frank A. Simoni	. . . .	216 232-7800
Wapakoneta	MC	7	Maurice O. Bryan, Sr. 1/76	H. B. Miller	Dorothy B. Cain	Ruth Seitz-1	Marion Zwiebel	Billy D. Wolfe	. . . .	419 738-6111
Warren	MC	63	Arthur J. Richards	. . . .	Betty Superak	Hannah Cickelli	Bruce Labaugh	Jack R. Gardner	H. Bruss	216 399-3681
Warrensville Heights	MC	19	Raymond J. Grabow	. . . .	Pauline L. Lowe	William Zadeskey	Kenneth Rosenlieb	Herbert Burgess	C. W. Courtney-4	216 662-5858
Washington*	CM	12	John E. Rhoads 1/75	Dan Wolford 70	John I. Stackhouse	John I. Stackhouse	Maynard Denen	A. Rodman Scott	Dan Wolford	614 335-5720
Waterville v*	CM	3	Harlan E. Reichle	. . . .	Ann M. Green	Joan B. Kovacs	Carl Conrad	Lowell S. Gingrich	Edward L. Plante	419 878-3951
Wauseon v	MC	5	Olin P. Dunbar 12/75	. . . .	Lillian W. Orth	. . . .	Howard Schlosser	Carl R. Rouse	G. Ray Cole-5	419 335-5041
Waverly v	MC	5	Andrew T. Justice 12/75	. . . .	R. E. Childers-1	R. E. Childers-2	Earl James	Carson Newman	Robert Dixon	614 947-5162
Wellington v	MC	4	(not reporting)							216 647-4626
Wellston	MC	5	Edgar Hayburn 12/75	. . . .	Victor E. Arms	Verna Y. Crossin	George S. Trainer	J. Max Downard	Joseph E. Kisor	614 384-2040
Wellsville	MC	6	Wayne J. Rose 12/76	. . . .	David Lanam	Edgar Davidson	Robert Lloyd	Keith Thorn	Glen Mathess	216 532-2524
West Carrollton*	CM	11	A. A. Hintermeister 12/75	Edward L. Slonaker 62	Paul Scarborough	Paul Scarborough	Robert J Johnson	James R. Bush	Merle Neyman	513 859-5181
West Milton v*	CM	4	Wm. O Gallaghan	Fred Anderson 69	Dolores Frantz-3	Dolores Frantl	Joseph Frantz	David Mote	. . . .	513 698-4191
Westerville*	CM	13	James A. Tressler	O. H. Koeplin 72	Dorothy Addington	John Bowman	Ralph Burden	Harry Schutte	Gene Tonneman	614 882-2317
Westlake	MC	16	Alexander R. Roman 12/77	. . . .	Louise Hall	W. G. Fritzsche, Jr.	Edmund W. Geiger	John R. Fleischer	Joseph Skodis	216 871-3300
Whitehall	MC	25	John A. Bishop 12/75	. . . .	Nancy J. Raab	Walter Helber-1	James Nessley	Ralph Walker	Raymond T Riley	614 237-8611
Wickliffe	MC	21	John C. Yanesh 12/75	Nicholas Dimberio 74	Ruth Bowers	Byron Neville	Walter A. Knapp	Leon Montgomery	George Orlando	216 944-4000
Willard*	CM	6	Kenneth Sommers 11/75	Paul W. Capelle 74	Joann Jones	Eugene McEndree	John Yacob	Glen Seiple	. . . .	419 933-2581
Willoughby†	MC	19	H. E. Brichford	. . . .	Helyn Morse-3	Mrs. A. L. Morse	Kenneth F. Stafford	Jack Wooley	Robert C. McKay	216 951-2800
Willoughby Hills	MC	5	Robert J. Lenz 75	. . . .	Marilyn Monzula	Warren Christen	Chas B. Schumacher	William B. Thomas	H. William Bendfeldt	216 946-1234
Willowick	MC	21	Raymond W. Kaluba	. . . .	G. F. Martin-1	G. F. Martin-1	Ernest A. Kellner	Ronald F. Dopirak	Bruce W. Foster-5	216 943-1000
Wilmington	MC	10	Dale R. Minton 1/76	. . . .	Anne M. Haubert	Frank P. Finn	Irwin Carter	Thomas E. White	John L. Janes	513 382-3833
Windham v	MC	3	Blanton C Abel 12/75	. . . .	Joyce Heckman	. . . .	Donald Miller	Glenwood Barker	. . . .	216 326-2211
Wintersville v	MC	5	Arthur D. Bartell 12/75	. . . .	Delbert P. Vance	Delbert P. Vance	William L. Davis	Victor Calabrese	John M. Lenhart	614 264-5533
Woodlawn v	MC	3	James D. Keels 12/75	. . . .	Wm. J. Spraul	. . . .	Charles Foster	E. Thomas Trainor	. . . .	513 441-6661
Woodsfield v.	MC	3	Bill Ricer 1/75	. . . .	Mary Roberts	. . . .	Roy Schwall	Sam Mahoney	. . . .	614 472-0418
Wooster	MC	19	Roy P. Stype 12/75	Thomas L. Uhl	Virginia Angert	James B. Pyers	Edward Schuch	Carl Yund	Tom Uhl	216 264-5326
Worthington*	CM	15	J. J. Lorimer 11/75	James L. Brimeyer 74	Janice M. McNeel	D. W. Horch	. . . .(6)	P. R. Abbott	C. D. Kellar	614 885-4443

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
OHIO (325) continued										
Wyoming*	CM	9	H. T. Porter, Jr. 11/75	L. R. Orendorff 63	Kathleen Becker	L. R. Orendorff	J. R. Donovan	Howard Bockelman	. . . .	513 821-7600
Xenia*	CM	25	William L. Wilson 12/74	Robert Stewart 71	A. S. Curlett-1,2	Arthur S. Curlett-1	John L. Troeger	Raymond Jordan	Joseph R. Harner	513 372-7611
Yellow Springs v*	CM	5	James E. Lawson 11/75	Bruce Rickenbach 74	Hilda M. Rahn	Bruce A. Rickenbach	. . . .	James A. McKee	. . . .	513 767-7202
Youngstown	MC	140	Jack C. Hunter 12/75	. . . .	Alex T. Yankush	Charles Ramsey	George Panno	Donald Baker	Edmund J. Salata	216 746-1892
Zanesville*	CM	33	Robert B. Hamilton 12/75	Frank Patrizio 74	Catherine DeWitt	Joseph W. Quinn	Kenneth Kerner	George Hodgson	Orren Hillman	614 452-5441
OKLAHOMA (112)										
Ada*	CM	15	James R. Powers 5/75	. . . .	Jerry Farnham	Jerry Farnham	Herman Landrith	Richard Gray	Forrest Hudson	405 332-0336
Altus	MC	23	Hoyt Shadid	Bill McClure	Catherine James	Catherine James	Raymond Whitt	Hoyt Benedict	Bobbie E. Hubert	405 477-1950
Alva§	MC	7	Clyde Jones 5/75	Dean Calhoon 73	Lester McKee	. . . .	Jack P. Haltom	Kenneth R. Cole	Albert L. Rose	405 327-1340
Anadarko*	CM	7	E. E. Otey 5/75	Anthony Guiliano 74	June Chaffin	. . . .	Bob Wilkerson	Arthur Rogers	Troy Massey	405 247-3791
Antlers t	MC	3	Robert Nash 5/75	Robert J. Gormley	Anna S. Scott	Billy K. McClure	Leroy Hobson	Ray Davis	Robert J. Gormley	405 298-3147
Ardmore*	CM	21	Weldon J. Harris 5/75	. . . .	Ernest E. Dirks	Ernest E. Dirks	Robert H. Ward	Frank Lindsay	Ronald Holt	405 223-2933
Atoka*†	CM	3	Robert G. Cates, Jr.	Bob M. French	Lois J. Blackmon	Bob M. French	Harvey Capps	Delroe Smith	Ben Hardman-5	405 889-3341
Bartlesville*	CM	30	John C. Hoyt 5/75	Donald D. Bown 72	Oleta Martin-2	Oleta Martin-2	Frank Knode	W. J. Jarvis	Harry M. Werbitzky	918 336-0000
Bethany*	CM	23	Eldon D. Lyon 5/75	Paul W. Rice 64	J. B. Hill-2	J. B. Hill	Ed Hogan	John D. Sharp	Forrest Keene	405 789-2146
Bixby t	MC	4	Carl Fenderson 4/75	Arthur Smith	Johnie Baker	Sam Wise	John Farar	B. W. Biggs	. . . .	918 366-8280
Blackwell*	CO	9	Willian Hahn 5/75	Jim Willis 69	Jack Amos	. . . .	Phil Carroll	George Morgan	. . . .	405 363-3282
Bristow	MC	5	William K. Shibley 5/75	. . . .	Ted Herman	. . . .	Harold Aston	Fred Hall	Lyman Hutchins	918 367-2237
Broken Arrow*	CM	12	James R. Newcomb 5/75	Bill Secrest 66	Dorothy Simmons	Dorothy Simmons	Gary Blackford	J. W. Rampey	Clarence Heffley	918 251-5311
Broken Bow t	MC	3	W. H. Mitchell 5/75	. . . .	Hazel Johnson	. . . .	Kenneth Clevenger	Bill Frey	Sam Whitehead	405 584-2282
Chandler*†	CM	3	. . . .	Robert James 70	. . . .	. . . .	. . . .	. . . .	. . . .	405 258-0890
Checotah	MC	3	Floyd Beaird 5/75	. . . .	Curtis Winkle	. . . .	Tommy Duncan	Jess Frazier	Floyd Beaird	918 473-5411
Cherokee*	CM	2	G. L. McDowell	Don Groves 57	Roberta Berry	. . . .	Gilbert Price	Fay Fishback	. . . .	405 596-3326
Chickasha*	CM	14	Samuel W. Evans 4/76	Jack M. Weaver 74	Wanda Hildreth	. . . .	Reford Bailey	Gwin Fitzpatrick	. . . .	405 224-1463
Choctaw t	MC	5	L. Hoback	Bill Rowton 73	Mary Alexander	Ruth Blackaby	Blake Meek	Jerry Johnson	Jimmy Martin	405 769-2298
Claremore	MC	9	Jack Marshall 5/75	. . . .	Austin D. Cloud	Austin D. Cloud	Bill McKay	Dewey Johnson	Dillard Rose	918 341-1325
Cleveland*	CM	3	W. R. Baker 75	Bob F. Hudspeth 74	Jacqueline Brower	Leonard Mueller-3	Everett Ingle	Warner Fox	Luther Sisk	918 358-3121
Clinton*	CM	9	E. J. Meacham, Jr. 4/76	James Luckett 69	Glendene Goucher	Rex Madden	John Kinder	Louis Speck	William Walker	405 323-0217
Coalgate*	CM	2	Bobby Corsini 7/75	Huey P. Long 74	Lou Lowery	. . . .	Arvard McLellan	Lonnie D. McKinney	Roy D. Burns	405 927-2241
Collinsville	MC	3	(not reporting)							918 371-2811
Comanche*	CM	2	Ernest Wright 6/75	Nolan Combs 74	Sue Scott	Jeanetta Love	Kenneth Lewis	Beryl Blair	Noland Combs	405 439-8832
Commerce†	MC	3	Glenn Hensley 4/75	. . . .	Paul S. Roberts	F. J. Swartz	William L. Rogers	William L. Rogers	. . . .	918 675-4372
Crescent*	CM	2	Milo Buddy Johnson 5/75	Leo W. Stanfill 73	Lois A. Daniel	Velma Hildreth-3	Cecil Williams	Buddy D. Pool	. . . .	405 969-2538
Cushing*	CM	8	Roy L. Kemp 5/75	John R. Hamman 61	Mzxine Kautz	Roy Smaltz	W. F. Goodwin	J. D. McFarlin	John R. Hamman	918 225-0277
Davis t*†	CM	2	. . . .	Foster Thomas 63	. . . .	. . . .	. . . .	. . . .	. . . .	405 369-2323
Del City*	CM	27	Harry Currie 4/75	Jim Whitlock 71	Herman W. Houser	Herman W. Houser	Cecil A. Boules	Sherman Hutcheson	Barry Reddick-5	405 677-5741
Dewey*	CM	4	John Smithson 5/75	Paul B. Allee 60	Betty Catron-2	. . . .	Jim Eppler	William Williams	Lee Loudermilk	918 534-2272
Drumright*	CM	3	Cleo J. Hutchison 5/76	Richard K. Curry 72	Sandra Brock	Sandra Brock	Lyndell Soumake	Olen J. Wilson	Ralph Walls	918 352-2631
Duncan*	CM	20	R. E. McConnell 5/76	. . . .	T. E. Capp	T. E. Capp-3	George Holland	Dale Anderson	Jim Carver-4	405 255-2414
Durant*	CM	11	Troyce McGovern 5/75	. . . .	Louis T. Johnston, Jr	Louis T. Johnston	E. C. Morriss	Lowell Sweeten	B. V. Reid-5	405 924-7200
Edmond*	CM	17	Johnny L. Green 5/75	John McDonnold 68	W. B. Bryan	W. B. Bryan	Elmo Thornbrue	Harold R. Woodside	Francis Dee Black	405 341-4108
El Reno*	CM	15	Earle Penwright	. . . .	Erma Blair	Erma Blair	Irvin J. Statton	Thurman D. Hale	A. A. Sawallisch-4	405 262-4070
Elk City*	CM	7	Tom R. Johnson	William B Marable 67	Ella Mae Walker	Frank H. Whitney	Douglas Britton	Clarence Mayberry	Tom Davis	405 225-3230
Enid*	CM	44	Paul Crosslin 5/75	Tom P. Sailors, Jr. 69	Ilene Butler	Lyle Smith-3	Everette Brewer	Lowell Harmon	A. P. Montgomery	405 234-0400
Fairview*	CM	3	Donald L. Martens 5/75	. . . .	Dixie J. Blackledge	. . . .	Delbert McMurphy	Les Guffey	Calvert Garman, Jr.	405 227-4416
Frederick	MC	6	John Stacy 5/75	. . . .	Eldon Boyd	Jerald Ellis-1	Ralph Anthony	Montie Landrum	Ray M. Duffy-4	405 335-2714
Grandfield*	CM	2	Clay Dudenhoeffer 4/75	Jerald D. Stone 73	Helen Crane	. . . .	L. D. Due	Charles Dunn	. . . .	405 479-5215
Guthrie*	CM	10	Ralph Rodman	R. E. Anderson 66	Victor R. Redman	. . . .	Linden Maker	Dale Orndorff	. . . .	405 282-0493
Guymon*	CM	8	J. N. Cross 6/75	Michael A. Drea 73	Alice Rockway	Julian Schaub	Thomas B. McGuire	Duane Boren	Damon Hamilton	405 338-3396
Heavener*†	CM	3	Glen Dowden 5/75	Homer S. Reese 66	Dora Ruth Mead	M. L. Courington	Harvy Lee Carter	Owen Bennett	. . . .	918 653-2217
Henryetta*	CM	6	W. R. Stubbs 4/75	Chester Simons 74	Loreese Brown	. . . .	James Brown	Richard Larney	Basil Vaughn	918 652-3489
Hobart	MC	5	Vernon Williams 5/75	. . . .	Zelda Aker	. . . .	Harold Coffman	W. E. Hilburn	Lloyd Holliday	405 726-3100
Holdenville	MC	5	Bill Robinson	. . . .	C. H. LaValley	Virginia Enos	Harmon Barnett	Bennie McMullen	Alph Dodson	405 379-3594
Hollis†	MC	3	N. W. Warren 5/75	. . . .	Afton Bailey	R. B. Jarvis-1	Raymond Patton	Hubert Sampier	. . . .	405 688-2167
Hugo†	MC	7	Gene Thomson 5/75	. . . .	Waldo J. Beadle	Haskell Caldwell	Carl Clancy	Caral Parker	C. D. Clark	405 326-5616
Idabel	MC	6	Troy Estes 5/75	. . . .	Mattie Tinsley	W. E. Collier, Jr.	Bill Gilbreath	Floyd Pollard	J. B. McNeal	405 286-7600
Kingfisher	MC	4	Clyde L. Klingsick 5/75	Vernie Snow	Dorothy Burns	Greg Combs-3	Walter Ellyson	John Henderson	Clyde Klingsick	405 375-3705
Konawa*	CM	2	W. A. Starkey	. . . .	Wanda Lowry	. . . .	J. T. Brower	Raymond Pierce	. . . .	405 925-3775

Lawton§	MC	74	Don E. Whitaker 5/75	. . . .	Jean McGavic	Sal Taranto	James Martin	Alford Hennessee	Paul Brune	405 357-6100
Lindsay*	CM	4	Bill Farrell 3/76	Ron Bourbeau 74	Joy Carey	Glyn Copeland	Clarence Crowe	John David Stenhouse	. . . .	405 756-2019
McAlester*	CM	19	Frank Harbin 5/76	H. Gene Walker 74	Marilyn Franklin	Don Eakle	John H. Scoggins	Fred Partain	Commodora Howard-5	918 423-1493
Madill*	CM	3	Ronald Nunley	Jim O'Neal 74	Loretta Seibold	Loretta Seibold	Charles Thomason	John Cox	. . . .	405 795-3378
Mangum*†	CM	4	. . . .	C. E. Martin 66	. . . .	. . . .	. . . .	. . . .	. . . .	405 782-2256
Marlow	MC	4	John Mitchell	Walter Thurston 72	Marshall Long	. . . .	Charles Robertson	Lloyd McAlister	. . . .	405 658-5401
Miami	CO	14	W. M. Pack 5/75	Don E Taylor	Dee G. Watters	Byron Wyatt	J. R. Huxall	James L. Blythe	J. T. Sprague	918 542-6719
Midwest City*	CM	48	Marion C. Reed	W. D. Baker 66	Tommy Melton-2	Tommy Melton-2,3	John Ferrish	W. E. Bailey	John T. Bates-4	405 732-2281
Moore*	CM	19	Odell Morgan 5/76	Earl E. English 64	Betty Grider	Earl E. English	Lawrence Woodard	Guy Parks	Dearl Stout-4	405 794-4413
Muskogee*	CM	37	Robert H. Lomax 4/76	W. T. Smith 71	William R. Hellen	William R. Hellen	Dean Jordan	Henry Sharp	Buster Salyer-5	918 682-6602
Mustang †	CO	3	George McWhirter 5/75	Leo Welch	Donna Welch	Donna Welch	Don Trull	Melvin Roberts	Leo Welch	405 376-2475
New Cordell	MC	3	(not reporting)							405 832-3064
Newkirk*	CM	2	Charles E. Houser 4/76	Gene Leavitt 56	Gene Leavitt	Mackey Ditmore	Nathan McCoy	Leslie Johnston	. . . .	405 362-2117
Nichols Hills*	CM	4	Dan D. Stuart 4/75	Roy W. Devero 62	Roy W. Devero	. . . .	Kenneth Farber	Ed. J. Clark	James A. Duncan	405 843-6637
Nicoma Park †	CO	3	O. J. Toland 4/75	. . . .	Wilma Jean Ramer	. . . .	Bob Kolar	J. C. Wertz	. . . .	405 769-4190
Norman*	CM	52	C. H. Dunn 5/75	Richard N. Gray 72	Dorwin K. Wilcox	William Manchester-2	Gene Akin	William M. Henslee	Ralph E. Speer	405 321-1600
Nowata*	CM	4	Bill Whitford	Allen Bates 73	Sandra Craven	Allen Bates	Jack Huges	Bill Cody	Bill Pierce-5	918 273-3532
Okemah	MC	3	J. L. McMullen 5/75	Wayne Pritchett	Virginia D. Dill-3	. . . .	Bart Webb	Hurshel Bean	Ralph Flanders	918 623-1050
Oklahoma City*	CM	366	Patience Latting 4/75	Howard McMahan 74	E. Ray Long	Arne Loven	Byron Hollander	I. G. Purser	Jeff Ray-4	405 231-2011
Okmulgee*	CM	15	J. R. Haney 4/77	Greg Harrison 74	Neva Hicks	Greg Harrison	Loran Rhodes	Joe Farrimond	Laurence Hamon-4	918 756-4060
Owasso*	CM	5	Joe Ross 4/75	Noble C. Campbell 73	Marcia G. Riggs	Glenna Anderson	Tom Rikkola, Jr.	James Matney	. . . .	918 272-5393
Pauls Valley*	CM	6	C. E. Cotten 5/75	R. M. Dodson 70	Eugene J. Matthews	Eugene J. Matthews	B. J. Landrum	Jim Jarman	Curtis Richardson-5	405 238-3309
Pawhuska*	CM	4	Gerald Corley 5/75	Morgan L. Hays 58	Opal Hamlin	Adaline Keith	Earl Palmer	Leon Shaw	Chester Christon-5	918 287-3576
Perry	MC	5	William H. Sheets 5/75	. . . .	S. Margaret Kelsey	. . . .	William Hodge	Orlin J. Johnson	. . . .	405 336-4241
Ponca City*	CM	26	Kenneth E. Holmes 5/77	Leon Nelson 59	W. D. Walters	Ralph Bowman	Kenneth Long	Forrest Walker	James Brown	405 762-2494
Poteau	MC	6	Melvin L. Taylor 75	. . . .	Juanita Hamby	Emogene Hester	Glen Metcalf	W. R. Seale	Charley Brese	918 647-4191
Prague*	CM	2	Mayor Drury	R. A. Branton 72	Thelma Good-2	Frank Sefcik	Glen Kerby	Jim K. Barnard	Harold J. Behrnes	405 567-2525
Pryor	MC	7	Ramon Bewley 5/75	. . . .	Erma E. Rogers-2	Billy E. McArtor	Benny Donahou	Earl L. Proctor	. . . .	918 825-0888
Purcell*	CM	4	E. G. Nicholas 4/75	Ozie D. Weaver 74	Mary Ellen Summers	. . . .	Howard Warren	Floyd Sutterford	. . . .	405 527-6561
Sallisaw*	CM	5	Richard P. Wheeler 4/75	Lloyd W. Haskins 70	Larry J. Cline	. . . .	Robert Pierce	Sam C. Lockhart	. . . .	918 775-9955
Sand Springs*	CM	12	Ed Everett 5/75	Royce Hunter 74	Joe Clement	Joe Clement	Sam Harvey	Garlin Bailey	J. T. Courter	918 245-8751
Sapulpa*	CM	15	Dale Block 5/76	Laverne L. Ijames 74	Nellie P. Skaggs	Paul Edwards-1	Dan Whitehouse	Paul C. Snider	Peter D. Egan	918 224-3040
Sayre	MC	3	K. E. Whinery 5/75	R. A. Reed	Nelda Davis	. . . .	Jim Woods	Lawrence W. Hay	Ben Carnes	405 928-2260
Seminole*	CM	8	Waldo B. Lilly	. . . .	Alpha Swearingen	Alpha Swearingen	Maurice Martin	Tom Lemings	Dennis Roesler	405 382-4330
Shawnee*	CM	25	Roy H. Sadler 5/76	William D. Frueh 70	Harry Hill, Jr.	Harry Hill, Jr.	Kenneth Nixon	Clyde Hair	Andrew McMullin	405 273-1250
Skiatook †	MC	3	Bob G. Kehler 5/75	Freddie Billups	Freddie Billups	Shirley Copeland	Scott Perigo	Walter Spurgeon	. . . .	918 396-2797
Spencer*	CM	4	John Coleman	Kenneth R. Beal 73	Ruby Bertolasio	Ruby Bertolasio	A. L. Miller	Ray Kerr	Glen Cowden	405 771-3226
Stigler*	CM	2	Harold Gaither 5/75	MacL. McCrory 71	Fannie Renfrow	A. C. Stumbaugh	Bill Barnett	D. F. Morrison	. . . .	918 967-2164
Stillwater*	CM	31	C. W. Bill Thomas 5/76	Lawrence Gish 66	Edna Spaulding	Edna Spaulding	Frank Smith	Hilary Driggs	Granvilee Shed-5	405 372-0025
Stroud*	CM	3	C. N. Van Meter	James Palone 72	Lorene Evans	Lorene Evans	Lloyd Daniels	Claude Keyes	. . . .	918 968-2571
Sulphur	MC	5	Glenn Haines 5/76	. . . .	Wanda Frantz	Wilkes Mountford	Fred Freeman	Joe Ramer	. . . .	405 622-5096
Tahlequah†	MC	9	John Purdy 5/75	. . . .	Katheryn Wheeler	. . . .	I. G. Knight	W. E. Bolding	J. M. Hicks	918 456-3261
Tecumseh*	CM	4	M. J. Madden 4/75	Wm. Charles Martin 68	Maxine O'Neal	. . . .	Dwight Wise	Lloyd Rogers	. . . .	405 598-2189
The Village*	CM	14	Robert Blakeley 5/75	Stephen E. Reel 74	Stephen E. Reel	Stephen E. Reel	Bassil Tunnell	Jerry Eaton	Larry Walton	405 751-8861
Tishomingo	MC	3	Gene Latham 4/77	. . . .	Geneva Carr	. . . .	Charlie O'Dell	C. V. Raper	. . . .	405 371-2191
Tonkawa*	CM	3	R. E. Appleman	Frank S. Hamand	Ellen Teten	. . . .	Eddie Manley	Leon (Pete) Linton	. . . .	405 628-2508
Tulsa	CO	332	Robert J. LaFortune 5/76	. . . .	Francis F. Campbell	Wm. H. Morris,Jr.	E. S. Hawkins	Jack G. Purdie	Harold Miller	918 581-5101
Valley Brook †	CO	3	Edna Osban 5/75	. . . .	Opal Kelly	Robert L. Greb-2	. . . .	J. W. Osban	L. H. Mayo	405 677-6948
Vinita†	MC	6	Harry M. Wyatt 5/75	. . . .	James W. Crouch	. . . .	E. R. Bennett	R. L. Thompson	Luzon Bowers-5	918 256-6468
Wagoner	MC	5	Kenneth Peters 5/75	Ed Caldwell 74	Dorothy McDaniel	Mable Trippard	Floyd Mallett	Raymond Olson	Ed Caldwell	918 485-3410
Walters*	CM	3	Ralph Thorne 5/75	Buddy Veltema 73	Helen Thurman	. . . .	Ray Ewing	Alvin Briscoe	Geo. Blair	405 875-3337
Warr Acres	MC	10	Tommy E. Pike 5/75	. . . .	Frank V. Wood, Jr.-2	. . . .	Boyd R. Robertson	Nelson J. Beckett	. . .	405 789-2892
Watonga	MC	4	David Burrell 5/75	. . . .	Pamelia A. Odell	Richard G. Bixler	Fred Espy	W. H. Groves	. . . .	405 623-4669
Waurika*	CM	2	James H. Ivy	B. H. Murphey 74	Billie Helm	B. F. Murphey	L. D. White	James Porterfield	. . . .	405 228-2713
Weatherford	MC	8	Everett Gartrell 5/76	George Wilkinson	Grace Shelton	Ray K. Williams	Jack Brown	Bill Norton	. . . .	405 323-0217
Wetumka*	CM	2	Raymond Jaggars	Boyce Blackburn 73	Glenda Smith	Glenda Smith	Ralph Beasley	J. M. McQueen	. . . .	405 452-3153
Wewoka†	MC	5	Roy Kendrick 4/75	Greg Harrison	Marvin L. Little	Robert M. Morgan	Harold Olsen	. . . .	Charles Sebastian	405 257-2521
Woodward*	CM	9	Cecil Campbell 5/75	Jack Luthi 72	Gary L. Lyon	Anita Brady	Melvin Gaston	D. D. Sunderland	Bennie R. Davis	405 256-2280
Yale*	CM	1	Orville Reaves 5/75	Irl E. Wall 72	. . . .	. . . .	. . . .	. . . .	. . . .	918 387-2121
Yukon*	CM	8	George A. Eifler 5/75	Thurman M. Blake 72	Mary Lee Huckaba	Mary Lee Huckaba	Frank Woods	Sam Ervin	Louis Hood	405 354-2620
OREGON (76)										
Albany*	CM	18	Platt A. Davis 12/74	Larry L. Rice 69	Ernest W. Isham	Gary C. Garrick	James C. Myers	Darrell L. Pepper	Harold A. Leedom	503 926-4261
Ashland§	MC	12	Archie C. Fries 12/76	Brian L. Almquist 70	Joseph M Butler	Robert D. Nelson	William R. Reed	Herb J. Hays	Allen A. Alsing-4	503 482-3211
Astoria*	CM	10	Harry M. Steinbock 12/74	Dale F. Curry 64	Ronald D. Caton-1	Ronald D. Caton-1	Arni T. Rautio	Charles A. Paetow	Bruce J. Clausen-4	503 325-5821
Baker*	CM	9	Bard Johnson 12/74	George O. Hiatt 72	Roland C. Campbell	Roland C. Campbell	Robert Young	Douglas Humphress	James Adamson	503 523-4437
Bandon§	MC	2	Donald L. Goddard 12/74	W. M. Donahue 71	. . . .	W. M. Donahue	Walt Ashton	Donald S. MacDonald	Don M. Pierce-4,5	503 347-2851

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
OREGON (76) continued										
Beaverton*	CM	19	William Young 12/76	Laurence Sprecher 68	Marda May	Larry Perryman	Hueston Reynolds	Don Lee Newell	. . . .	503 644-2191
Bend*	CM	14	Roger P. Smith 1/75	Arthur R. Johnson 71	Julia S. Johnson	Julia S. Johnson	Thomas P. Hansen	Emil Moen	Harry D. Metke	503 382-4211
Boardman§	MC	1	. . . .	James Thompson 74	. . . .	. . . .	. . . .	. . . .	. . . .	503 481-9252
Brookings	MC	3	(not reporting)							503 469-2163
Burns	MC	3	Dole White 12/74	. . . .	Kathie L. Wenick	Daniel Kincheloe	Avel Diaz	Fred Baker	Walt Dickenson	503 573-2383
Canby§	MC	4	Paul N. Roth 1/75	Harold A. Wyman 73	J. R. Richardson	. . . .	Everett L. Buttolph	Vince Graziano	. . . .	503 266-4021
Cascade Locks§	MC	1	Elaine Esselstyn 12/74	Clayton H. Schmitt 73	Annette M. Miller-2	Annette Miller-2	Eugene Miller	. . . .	Douglas D. Clement	503 374-8510
Central Point§	MC	4	Jim A. McBee 1/75	Ronald G. Young 74	Edward J. Zander	F. Lorain Tate	Allan L. Higinbotham	Jack L. Sanders	Vern Capps	503 664-1201
Coos Bay*	CM	13	Robert Hale 12/74	Richard Kahanek 73	Robert Wheeler	Robt. Wheeler	Andy Anderson	Rollie T. Pean	Joe Schwarm	503 269-1181
Coquille*	CM	4	Robert B. Mason 1/75	George T. Weldon 73	. . . .	Patricia Strain-2,3	Craig Perrott	E. N. Daniels	Shaylor M. Scalf-5	503 396-2116
Cornelius*	CM	2	Ben Inscore 12/74	Kern French 73	Mary Wojahn-2	Mary Wojahn-2	Lawrence Herb	Bill J. Oden	Kern French	503 648-9112
Corvallis*	CM	35	Cecil Barker 12/74	C. Dean Smith 68	Jerry A. Hortsch	Jerry A. Hortsch	Walter Pflughaupt	James A. Goodman	Eugene McAdams	503 752-4292
Cottage Grove*	CM	6	James Shirley	Phillip K. Kushlan 73	Wanda Altree	Lois G. Howes	Gary Hughes	Bill Holston	Roger Sinclair-4	503 942-3346
Dallas*	CM	6	Kenneth L. Woods 1/75	H. D. Brandvold 62	Lydia Martens	DelFunk	A. J. Stein	Jim S. Greene	Terry L. Nelson-5	503 623-2338
Eagle Point t§	MC	1	Theodore Hoffman 12/74	Oran C. Chastain 59	Nita Gosnell	. . . .	Ernest W. Botefur	Robert C. Moore	. . . .	503 826-4212
Estacada§	MC	1	George A. Grant 12/74	Richard O. Miller 70	Olive B. Mehl	Olive B. Mehl	. . . .	Robert E. Wiley	Leslie C. Kiggins-5	503 630-3223
Eugene*	CM	76	Lester E. Anderson 1/77	Hugh McKinley 60	Sherman P. Flogstad	Sherman P. Flogstad	Everett G. Hall	Dale E. Allen	Donald Allen	503 687-5010
Florence§	MC	2	Paul D. Geuy 1/75	Donald G. Dougherty 71	Alice M. Hunt	. . . .	Vern Passinger	M. J. Shaw	. . . .	503 997-3436
Forest Grove*	CM	8	Eldon Cain 11/74	Daniel F. Durig 74	Ivan M Burnett	Ivan M. Burnett-3	Justin George	Albert E. Bomberger	John D. Burdett	503 357-7151
Gladstone§	MC	6	Robert L. McGinnis 12/74	Leonard A. Strobel 55	Bernice Marlow	Leonard A. Strobel	Al Simmons	David R. Clemens	Garth B. Harlan	503 656-5223
Grants Pass*	CM	12	Gordon Christiansen 1/75	Robert Mack 69	. . . .	Earl T. Simonsen-1	Harry D. Melton	Norman Hedgepeth	Roy W. Norton-4	503 476-6641
Gresham*	CM	10	Al Myers 1/75	Robert McWilliams 63	. . . .	Arnold R. Evans	William J. Hoffer	Rod Brester	Kent W. Cox	503 666-3741
Hermiston*	CM	5	L. P. Gray 1/75	L. O. Harper 61	Robert D. Irby	L. T. Harper	John C. Shull	Robert J. Shannon	. . . .	503 567-5521
Hillsboro*	CM	15	Miller Duris 1/75	E. S. Mills 73	J. W. Davies	Bernice Barinaga	Dayton Arruda	M. E. Derock	Stanley Dillon-5	503 648-0821
Hood River§	MC	4	William D. Pattison 1/75	B. A. Erickson 64	Dorothy M. Swyers	B. A. Erickson	James Meyer	Doyle Roberts	Tom R. Senior-5	503 386-1488
Independence	MC	3	Jack L. Moothart 12/74	Jack D. McElravy	Dorothy Pugh	Dorothy Pugh	Dan Greer	Harvey Shellenbarger	John Snitker	503 838-1212
John Day	MC	2	Charles Steele 12/74	. . . .	. . . .	Ruth Crim	Tom Sutton	William Gibson	. . . .	503 575-0028
Klamath Falls*	CM	16	Robert E. Veatch 12/76	John O. Halvorsen 71	Rosie Keller-3	Edwin R. Ivey	Geno Gheller	Charles Howard	Roger H. Tutty	503 884-3161
La Grande*	CM	10	Roesch A. Fitzgerald 1/75	Max C. Thompson 72	F. C. McShane-2	F. C. McShane	Roland Shaw	C. Raymond Zweigart	Elmer Hildebrandt	503 963-7161
Lake Oswego*	CM	15	John C. Maclean 12/74	Donald B. Eppley 74	Helen D. Bush	Louis C. Jalving	Hayden O'Brien	Herbert D. Dahlquist	Marlin J. DeHaas	503 636-3601
Lakeview t	MC	3	L. Lane Thornton 12/74	Delores Edmonson	Opal Murphy	Delores Edmonson	David T. Schaer	Troy Riblett	Warren Atkinson	503 947-2504
Lebanon	MC	7	(not reporting)							503 258-3185
Lincoln City§	MC	4	J. B. Kiefer 12/74	Gary L. Hunt 73	Bob Livingston	Bob Livingston-1,2,3	. . . .	Einar Moen	. . . .	503 996-2151
McMinnville§	MC	10	Norman R. Scott 1/76	Joe W. Dancer 60	Mrs M. E. Kerber	Mrs. M. E. Kerber	Jerry Smith	John Richardson	William M. Blum-4	503 472-9371
Medford*	CM	28	D. Lorin Jacobs	Richard Stevens 73	Emily Kirkham	Vivian A. Baures	Eugene Robertson	Orlo W. McGee	Duane Scroggins	503 773-7352
Milton-Freewater*	CM	4	B. R. Pilger 12/76	Steve L. Loveland 72	Steve Loveland	Steve Loveland	Dorsey Sherman	William Biggs	Jack D. King-4,5	503 938-5531
Milwaukie*	CM	16	Donald W. Graf 1/75	Harold L. Schilling 74	Dorothy E. Farrell	. . . .	Richard R. White	Donald R. Jones	J. Wayne Daigle	503 659-5171
Monmouth t	CM	5	Q. L. Jacobson 12/74	Kenneth R. Martin	Joan E. Howard	Joan E. Howard	Donald C. Milligan	Charles Parker	Kenneth R. Martin	503 838-0722
Myrtle Creek	CM	3	(not reporting)							503 863-3721
Myrtle Point§	MC	3	Ervin R. Wilberger 12/74	James R. Howe	Leona L. Shields	Leona L. Shields	J. M. Myers	Edward O. Summers	M. P. Hathaway-5	503 572-2626
Newberg	MC	7	Jack C. Nulsen, Jr. 12/74	Myrland C. Gilbert 65	M. C. Gilbert	M. C. Gilbert	John Paola	Herbert Hawkins	G. Weller Probasco	503 538-9421
Newport*	CM	5	L. D. Allen 12/74	Donald A. Davis 62	Patricia A. Plunket	. . . .	Dennis McManus	Arthur E. Cox	Martin Litke	503 265-5331
North Bend*	CM	9	B. L. Higgins 11/74	Alfred Roth 72	Arseal Burnett	Arseal Burnett	A. Kenneth Daugherty	Walter S. Lee	William A. Bourne-4	503 756-6311
Nyssa*	CM	3	Larry Bauman 1/75	Henry Schneider 73	M. E. Wilt	Henry Schneider	Delbert Malloy	A. A. Allen	Ralph T. Lowe	503 372-2264
Oakridge	MC	3	Ronel M. Paddock 1/75	Ronald S. Peterson 74	Laura J. Stalcup-3	. . . .	Wm. Jessie	Dennis Lilly	A. G. Johnson-5	503 782-2258
Ontario*	CM	7	Leonard L. Cates 12/74	John B. Collins 72	Ron R. Blankinship	Ron R. Blankinship	Larry E. Roberts	James H. Jones	J. A. Jones	503 889-5306
Oregon City*	CM	9	Howard Klemsen 12/74	Alfred A. Simonson 64	John A. Buol	John A Buol-3	Duane Obrien	Robert Chester	William C. Parrish-4	503 655-8481
Pendleton*	CM	13	Eddie O. Knopp 12/74	Rudy R. Enbysk 66	Marjorie E. Johnson	Marjorie E. Johnson	Virgil W. Boyd	E. E. Gallaher	John Molsness	503 276-1811
Portland	CO	383	Neil E. Goldschmidt 12/76	. . . .	George Yerkovich-1	. . . .	James H. Riopelle	Bruce R. Baker	James L. Apperson-4	503 248-3511
Prineville*	CM	4	Riley Allen 12/74	Jim Watson 68	. . . .	. . . .	John Ferguson	Mike Thompson	Ralph Willis	503 447-5627
Redmond§	MC	4	Ronald Bryant 12/74	Edward D. English 70	Mary Ann Barnett	. . . .	Hoy Fultz	Clarence Durgan	George Simpson	503 548-2148
Reedsport*	CM	4	Thomas S. Tymchuk 12/74	Irving G. Johnson 70	I. G. Johnson	I. G. Johnson	Zack Turner	. . . .	Bert A. Bartow	503 271-3603
Roseburg*	CM	14	William T. Evans 12/74	George C. Stubbert 73	Richard P. Adams-2	Richard P. Adams-2	Richard Fowler	Charles Wuergler	Don Bentz	503 672-7701
St. Helens	MC	6	Rod Norwood 12/74	. . . .	L. W. Mickelson	L. W. Mickelson	Everett Emerson	Glenn I. Ray	Swep C. Morton-5	503 397-3373
Salem*	CM	68	Robert E. Lindsey 12/76	Robert S. Moore 68	Betty Marsh	Richard Armstrong	Wesley Baker	Roy E. Hollady	B. T. Van Wormer	503 588-6097
Sandy§	MC	2	Melvin N. Haneberg 1/75	Carl Hatfield, Jr. 73	. . . .	. . . .	. . . .	Fred W. Punzel	Kenneth Burdick	503 668-5533
Seaside*	CM	4	Elvin C. Goodman 12/74	Burton M. Lowe 69	Marie Chestnut	. . . .	Floyd Pittard	Ron L. Willis	Clarence J. Owen	503 738-5511
Silverton*	CM	4	Gordon Henjum 75	John Lesher 73	John M. Lesher-3	Carol Peterson	Larry Carpenter	C. Bethschieder	David L. Trapp-4	503 873-5323
Springfield*	CM	27	Darwin D. Courtright 12/76	N. L. Teague 70	George P. Vinson-3	George P Vinson-3	Virgil V. Nave	. . . .	James H. Fleck	503 746-4426

Stayton†	MC	3	L. Jay Myers 1/75	Rodney C. Johnson	....	R. C. Johnson	Ron Tegen	D. E. Ross	H. Vaughn Whitaker	503 769-2075
Sutherlin*	CM	3	Lyle R. Seehawer, Sr. 11/74	Clifford A Nordby 74	Shirley J. Linton	Shirley J. Linton	Bud Holm	Cecil Holley	Lawrence McCall-5	503 459-2856
Sweet Home*	CM	4	....	David M. Crutcher 74	....	....	....	Chuck Smith	Jim Maloney	503 367-5128
The Dalles*	CM	10	Donnell J. Smith 12/74	Del Cesar 68	John B. Thomas	John B. Thomas	Robert Wilson	Robert W. Brower	Joe Hasbrouck	503 296-5481
Tigard*	CM	5	Floyd H. Bergmann 12/74	Bruce P. Clark 73	Doris Hartig-3	Doris Hartig	....	Robert Adams	Alvin Nick Hiebert	503 639-4171
Tillamook*	CM	4	Howard L. Edwards 1/75	H. S. Paulson 52	Esther Wade	Esther Wade	Maurice P. Steinbach	Henry Callister	Ray Tackkett	503 842-2472
Toledo*	CM	3	Donald Knapp 1/75	Larry Hart 68	Betty Coxen	....	Ralph Attridge	Al Nosack	Arnett White	503 336-2247
Tualatin§	MC	2	....	Yvonne Addington 69	....	....	....	....	....	503 638-6891
Warrenton*	CM	2	Earl E. Johnson 12/76	Emerson R. Baldwin 45	....	....	....	....	....	503 861-2233
West Linn*	CM	7	Donald J. McIntosh 12/74	Clifford L. Sanders 71	Wayne L. Paterson	....	Robert Winkel	Art Enderlin	Ernest Sisson	503 656-4261
Winston§	MC	2	Jim Suiter 1/75	Dale A. Ennor 74	Donna M. Means	Donna M. Means	....	George D. Jacobs	Dennis S. Mills-5	503 679-6739
Woodburn*	CM	7	E. Walter Lawson 12/74	Edmund A. Jordan, Jr.	Barney O. Burris	Barney O. Burris	Martin Krupika	Robert Bese	Rolland W. Baxter	503 981-9115
PENNSYLVANIA (479)										
Abington tp*	CM	63	George R. Haines 1/76	Fred F. Schaefer 58	Fred F. Schaefer	....	Adolph J. Rebelo	Herbert J. Mooney	....	215 884-5000
Akron b†	MC	3	Guy B. Zell	Wilmer E. Hall	W. Richard Goshert	....	R. Ronald Reich	Clarence P. Fasnacht	J. Howard Wolf-5	717 859-2410
Aldan b	MC	5	Austin D. Farrell 12/78	....	Phillip Winther	George F. Wilson, Jr	....	David Harold	Louis J. Calabrese	215 626-3553
Aliquippa b*	CM	22	James Mansueti 12/77	....	Ralph N. Rubino	Ralph N. Rubino	Donald Opsatnik	Albert C. Merulli	William Kovolenko-5	412 375-5188
Allentown§	MC	110	J. S. Daddona 1/78	Ed B. Yarrish 74	Charles S. Saeger	Leo J. Fetzer	Melvin Keyser	Carson S. Gable	Harry Bisco	412 281-3900
Altoona	CO	63	William C. Stouffer 1/76	....	C. Donald Harrity	Melvin L. Ellis	Leroy Ziegler	Jack E. Kuhn	C. Richard Logan	814 944-7131
Ambler b	MC	8	George E. Saurman 12/77	....	Wilbert H. Landes-2	Wilbert Landes-2	Joseph Schneider	Lester J. Carpenter	....	215 646-1000
Ambridge b†	MC	11	Walter Panek	Joseph Rodio	Joseph Rodio	Joseph Rodio	Ercole Dininno	George A. Kyrargyros	Satino Maruca	412 266-4070
Archbald b†	MC	6	Joseph Quinn	....	Leonard Hosie	....	....	....	....	717 876-1800
Arnold	MC	8	William Demao 1/76	....	Domenick Faulle	Elias Moses	Reno DiPasquale	William C. Clark	....	412 337-4441
Ashland b*	CM	5	Robert K. Felker 78	Edward H. Watkins 74	....	....	Thomas P. Towers	Arthur H. Flanagan	....	717 875-2411
Ashley b	MC	4	(not reporting)							717 822-7518
Aspinwall b*†	CM	4	....	Walter L. Ringle 68	....	....	....	....	....	412 781-0213
Aston tp	CO	14	Robert E. Racoosin 12/75	....	Eva V. Turner	David Gonya	....	James C McCarthy	....	215 494-1636
Athens b	MC	4	(not reporting)							717 884-4764
Avalon b*	CM	7	Harry J. Dilmore 12/77	Regis E. Costello 73	....	....	Raymond L. Horn	George R. Cain	William R. Bender	412 761-5820
Avoca b	MC	4	Joseph D. Hannon 12/76	Thomas R. Gallagher	....	....	Raynor West	Michael Dessoye	....	717 457-4011
Baden b	MC	6	Robert C. Weber 12/78	....	Rita Ferrand	....	Fred Dominick	Samuel A. McKee	....	412 869-2411
Baldwin b	CM	27	John T. Romaus 1/78	....	James J. Goslin	James J. Goslin	....	Aldo Gaburri	Walter Olsen	412 882-9600
Bangor b	MC	5	Duane E. Miller 12/77	....	Mildred Scheffler	....	Kenneth Beegle	Walter E. Heard	Anthony Priori, Sr.	215 581-2216
Barnesboro b	MC	3	John S. Mino, Jr.	....	Fred Nastasi	....	Paul Kline	Michl J. Sheredy	Fred Kuzma	814 948-8230
Beaver b*	CM	6	Robert P. Linn 1/78	....	Minnie E. Smith	....	Robert C. Barrett	Charles T. Krepps	....	412 774-6134
Beaver Falls†	MC	14	Nick L. Camp	Robert D. Yoho	Robert D. Yoho	John Buksa	Jack Balmer	Russell F. Chiodo	Melvin R. Taylor	412 843-2270
Bedford b	MC	3	E. G. Studebaker 1/78	Francis L. Lynaugh	Helen Cuppett	....	Fred W. Hoover	Joseph B. Clark	....	814 623-8192
Bellefonte b*	CM	7	Neil Wiggin 1/77	Walter B. Peterson 72	Walter B. Peterson 72	Leah Ranio	Earl Schultz	Donald Smith	Willard Schultz-5	814 355-1501
Bellevue b	MC	12	Melvin S. Stock 1/78	....	E. J. McClain	Edward W. Baker	Harry G. Bauer	W. J. Bracken	Edward L. Gillott	412 766-6164
Ben Avon b	MC	3	Maurice E. Carlisle 12/77	....	Robert R. Miller	John H. Ferguson	Donald Crawford	Robert R. Schoeber	James H. Huffmeyer	412 761-2064
Bensalem tp*	CM	33	G. Roger Bowers 1/80	Joseph C. Funk 74	Natalie A. Strange	Natalie A. Strange	Nicholas Pasqualone	Lawrence R. Michaels	....	215 639-2500
Bentleyville b†	MC	3	Virgil F. Puskarich 1/78	....	Mary Shanahan	John Herilla	Walter Wisniewski	Wm. Stankovich	....	412 239-2112
Berwick b†	MC	12	C. J. O'Dell Jr. 1/78	Donald E. Vaughan	D. E. Vaughan	D. E. Vaughan	Joseph Farver	Harry Killian	Charles B. Webb-4	717 752-2723
Bethel Park b*	CM	35	P. J. Page	Ralph D. Bowen 58	Ralph D. Bowen	....	Reno Virgili	Walter J. Dabney	Thomas F. Kenavey	412 835-8111
Bethlehem	MC	73	Gordon B. Mowrer 12/77	Erma L. Aubert	Donald C. Cressman	Wilma H. Matus	Joseph Trilli	Robert Galle	George Perhac	215 865-5561
Bethlehem tp*	CO	9	Constance H. Schubert	Hugh D. Williams 74	....	....	....	John E. Uditis	Stephen J. Blatnik	215 865-5563
Big Beaver b	MC	3	(not reporting)							412 827-2416
Birdsboro b*	CM	3	Russell H. Mountz	Thomas B. Adams 68	Thomas B. Adams	Thomas B. Adams	Lewis S. Watts	Warren Delp	Thomas B. Adams	215 582-1173
Blairsville b*†	CM	4	Kenneth Uber	Arthur B. Bailey 70	Mary J. Irwin	Arthur B. Bailey	Kenneth W. Ober	....	Arthur B. Bailey	412 459-9100
Blakely b	MC	6	Edward Perucki	Richard Krapf	Robert Evans	....	Jim White	John Hudson	....	717 489-5660
Bloomsburg t	MC	12	Allen Remley 1/78	Gerald E. Depo 72	Gerald E. Depo	Geraldine Kern-3	Donald Brink	P. W. Haggerty	Bruce Keller-5	717 784-7703
Boyertown b*†	CM	4	....	Rowland A. Read 50	....	....	....	....	....	215 367-2688
Brackenridge b	MC	5	Charles F. Hanna 1/78	Joseph E. Wilhoit 65	....	....	Dennis Vrotney	Robert L. Hunter	....	412 224-0800
Braddock b	MC	9	(not reporting)							412 271-1018
Bradford*	CM	13	Maxwell S. Moore 12/77	Samuel F. Heffner 72	Samuel F. Heffner-1	Robert F. Steckmeyer	Theodore Shay	R. Zimmerman	Francis Kelly	814 362-3884
Brentwood b	MC	14	William J. Tepsic 1/78	Lilias DeWalt 74	Dawn Synborski	Ann Richards	Robert Williams	August H. Slenkamp	Paul Klauck	412 884-1500
Bridgeport b†	MC	6	Daniel H. Deorzio	....	Joseph G. Homa	Anthony Disanto, Jr.	Frank Makowiak	Joseph C. Daloisio	....	215 272-0268
Bridgeville b	MC	7	Samuel F. Camp 1/78	....	Ellen Roessler	....	Joseph Choura	Leonard Villani	Louis Behling	412 221-6012
Bristol b*	CM	12	William H. Carter	Fidel Esposito	Fidel Esposito	Fidel Esposito	Walter Van Doren	Vincent Faragalli	Nino Mazzanti	215 788-3828
Bristol tp*	CM	67	Albert M. Wurm 1/76	August A. Baur 72	....	William P. Curcio	John Doster	Harry Merker	Anthony Antoniello	215 785-0500
Brockway b	MC	3	J. Eugene Bianco	A. V. Bassetti	....	Alfred Chilelli	August Genevro	Bernard S. Rendos	....	814 268-6565
Brookhaven b†	MC	7	Ralph A. Garzia 74	....	Francis Ardell	Donald M. Breth	Robert Ricks	Clarence Kennedy	Thaddeos Kirk	215 874-3465
Brookville b	MC	4	Robert L. Northey 11/78	Charles C. Maxwell 74	....	Charles C. Maxwell	Robert Magill	Earl G. Smith	John W. Mohney	814 849-5325
Brownsville b	MC	5	Paul Thomas, Jr. 12/77	....	Anthony Karpus	....	Woodrow Nicholson	Samuel J. Nicola	....	412 785-3363
Buckingham tp*	CM	5	Wm. B. Yerkes, III 1/75	Leonard H. Point 73	....	....	....	James McBride	....	215 794-7007
Burnham b	MC	3	Robert H. Aurand 12/76	....	Ethyl P. Kvist	....	David C. McCurry	Carl A. McLucas	....	717 248-9607

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
PENNSYLVANIA (479) continued										
Butler	CO	19	Frank C. Lefevre 1/78	. . . .	Mrs. A. S. Johnston	John W. Cook	Fred G. Zorb	Ronald C. Connelly	. . . .	412 287-5547
California b	MC	7	Peter J. Daley 1/78	. . . .	Bernadine Mudry	John Greenlief	Vito Scaccia	Nelson J. Horner	Patrick Messina	412 938-7202
Camp Hill b*	CM	10	D. Stoner Dietz 1/78	Andrew C. Janssen 72	Andrew C. Janssen	Andrew C. Janssen	George Grove	Andrew C. Janssen	Andrew C. Janssen	717 737-3456
Canonsburg b*	CM	11	Louis R. Bell, Jr. 12/74	James Puchany 64	James Puchany-2	Steve Lombardi	Joseph Scarci	William A. Flood	Anthony Defife-5	412 745-8000
Carbondale	MC	13	(not reporting)							717 282-1360
Carlisle b*	CM	18	Alvin E. Eby 78	. . . .	Sarah E. Coover	Sarah E. Coover	William J. Alwood	Frank Giordano	John Morris, Sr.	717 249-1313
Carnegie b	MC	11	Chris Keisling 12/77	. . . .	Carol Goldbach	Thomas Medwig	Walter France	S. Popivchak	John Welsh	412 276-1414
Castle Shannon b	MC	12	M. Cheberenchick 12/77	Raymond T. Brannon	F. J. Rizzo	E. O. Obringer	Harry Maenz	James L. Campbell	F Patrick O'Brien	412 561-2480
Catasauqua b*	CM	6	Leonard G. Witt 1/78	Carl F. DiCello 70	Carl F. Dicello-1	. . . .	Percy R. Rockel	John R. Garger	Elias F. Grim	215 264-0571
Centerville b	MC	4	(not reporting)							412 757-6307
Chambersburg b	MC	17	J. William Stover 12/77	. . . .	G. B. Jacobs	Martin W. Meyers	John L. Shatzer	William N. Johnston	John Taylor-5	717 264-5151
Charleroi b	MC	7	(not reporting)							412 403-6961
Cheltenham tp*	CM	40	James L. Price 1/76	Clyde C. Stone 68	Clyde C. Stone	Darrell D. Bottorff	Owen P. Adams	Warren Harner	N. D. Melair, Jr.	215 885-1600
Chester	MC	56	John H. Nacrelli 1/76	. . . .	Samuel Poliafico	John C. Kane	Robert L. Ogden	Joseph M. Bail	James L. Sharp	215 876-8251
Cheswick b	MC	3	(not reporting)							412 274-5125
Churchill b*	CM	5	Herbert A. Biber 1/78	Ralph C. Heckel 59	. . . .	. . . .	John L. Quinn	Charles R. Stahl	. . . .	412 241-7113
Clairton	MC	15	Lloyd H. Fuge 12/77	. . . .	Samuel V. Capane	Samuel V. Capane	William Gadson	Kenneth Ujevich	Dominic Serapiglia	412 233-8113
Clarion b	MC	6	(not reporting)							814 226-7707
Clarks Summit b*	CM	5	D. L. Eilenberger	Elwood M. Lewis 70	Jean Gannon	Elwood M. Lewis	William Hartford	Donald Bunnell	Elwood M. Lewis	717 586-9316
Clearfield b†	MC	8	Rex W. Ammermon	. . . .	Dorothy P. Carbalan	. . . .	David Haney	Blair Herchel	Allan L. Martin-4,5	814 765-7817
Clifton Heights b	MC	8	Jack Ippoliti	. . . .	Donna Carey	Robert G. Philips	John Gorman	Louis Valentine	. . . .	215 623-3242
Coaldale b	MC	3	Ronald Plocinik 12/78	. . . .	Harry Hoffa	Joseph Lottwick	Andrew Sotak	Donald Butts	. . . .	717 645-9377
Coatesville	MC	12	Frances E. Regener 1/76	Donald Thompson 72	Ruth G. Herley	Donald Lamborn	Richard Hastings	Gerald Reardon	James Slody, Jr.	215 384-0300
Collegeville b	MC	3	F. Willis DeWane 77	. . . .	Phyllis Parsons	James O'Cain, Sr.	Dennis Parker	John J. McKernan Jr.	. . . .	215 489-2264
Collingdale b	MC	11	(not reporting)							215 586-0500
Columbia b	MC	11	James S. McBride 1/78	. . . .	Mrs. M. L. Meyers	William D. Elliot	Tim Deeg	G. T. Bink	Sheridan Buck	717 684-2468
Colwyn b†	MC	3	Leo Abruzzese 74	. . . .	. . . .	. . . .	. . . .	. . . .	. . . .	215 532-4000
Concord tp*	CM	5	Donald B. Roberts 12/79	John W. Cornell 73	. . . .	. . . .	Fred Field	. . . .	. . . .	215 459-8911
Connellsville	MC	12	John T. Shaw 1/78	. . . .	Norman W. Morrison	Kenneth I. Jaynes	Gerald W. Baker	Dominic S. Mancuso	Richard H. Miller	412 628-2020
Conshohocken b	MC	10	John F. DiJiosia 12/77	. . . .	Elizabeth V. Brandt	Elizabeth V. Brandt	Ellwood Heller	R. Alexander	G. McTamney	215 828-4591
Conway b	MC	3	(not reporting)							412 869-9530
Coplay b	MC	4	Alfred J. Mondschein 1/78	. . . .	Fred Stumpf	Martin Anthony	Samuel Santee	William Balliet	. . . .	215 262-2288
Coraopolis b	MC	8	Dominic DeRusso	. . . .	Margaret Mastri	. . . .	William J. Burke	Howard White	Joseph DiVito	412 264-3002
Corry	MC	7	Mary Ann Kibler 1/78	Robert E. Grice	Edith Kerstetter	. . . .	James Maloney	Kenneth Nichols	Carl Hixson	814 663-7041
Coudersport b§†	MC	3	Mort Levinson	Ted H. Hazard 74	Vera W. McConnell	Thomas Parnell	John Pekarski	Mort Levinson	. . . .	814 274-9776
Crafton b	MC	8	(not reporting)							412 921-2014
Cumru tp*	CM	8	. . . .	Grant H. Stutzman	. . . .	. . . .	. . . .	James F. Steffey, Jr.	. . . .	215 777-1343
Curwensville b†	MC	3	Joseph Miele	. . . .	Emma Guarino	. . . .	Athol Rummings	John Hoover	L. J. Simcox-5	814 236-1840
Dallas b	MC	3	(not reporting)							717 675-1389
Dallastown b	MC	4	Clayton M. Markey 12/78	Walter M. Ehrhart	. . . .	. . . .	Nevin Neff	Charles E. Gross	. . . .	717 244-8546
Danville b	MC	6	John A. Reilly 11/78	Frederick O. Yohn 54	. . . .	Frederick O. Yohn	William C. Campbell	Robert P. Burke	Frederick O. Yohn	717 275-3091
Darby b*	CM	14	Charles F. Sanders 12/77	N. J. DiGregorio 74	. . . .	Thomas Leeson	Freeman Cox	Paul Coleman	. . . .	215 586-1100
Darby tp	CO	13	(not reporting)							215 586-1514
Derry b	MC	3	Michael P. Giannini 12/78	Joyce Balega 74	. . . .	. . . .	John Bradley	L. J. Goblinger	James Crocker	412 694-2740
Dickson City b	MC	8	(not reporting)							717 489-4758
Donora b	MC	9	(not reporting)							412 379-9750
Dormont b*	CM	13	W. H. Moreland, Jr. 1/78	Ora L. Thomas 58	Ora L. Thomas	Ora L. Thomas	Arthur V. Welsh	Chester M. Pike	. . . .	412 561-8900
Downingtown b*	CM	7	Everett Gill 1/78	Donald J. Greenleaf 67	Donald J. Greenleaf	. . . .	Hallan Usher	Lewis A. Wilson	Arthur Manwiller	215 269-0344
Doylestown b*	CM	8	Daniel D. Atkinson 12/77	W. Thomas Potter 72	W. Thomas Potter	W. Thomas Potter	Carl L. Hall	Kenneth R. Tutt	. . . .	215 348-5435
Dravosburg b	MC	3	Howard E. Thompson	William A. Linn, Sr.	Ruth Kantner	Robert McKelvey	Ronald Vezzani	Duane Seese	. . . .	412 466-1100
Du Bois†	MC	10	Kenneth Showers 1/76	. . . .	Walter F. Lepionka	Walter F. Lepionka	James Johnston	Joseph Wilcox	A. W. Pearson	814 371-2000
Dunmore b†	MC	17	Martin F. Monahan, Jr	. . . .	Arthur J. Moran	Louis Beardell	Benjamin Riccardo	John J. Monahan	Joseph Fazio-5	717 346-0728
Dupont b	MC	3	Michael Kaminski 12/77	Methislaus Szumski 74	Clem Lello	. . . .	Edward Gambino	George Legezdh	Frank Drost	717 654-9971
Duquesne	MC	11	Andrew A. Valco 11/78	. . . .	. . . .	Allan Gross	. . . .	Ronald Michaels	. . . .	412 466-8321
Duryea b	MC	5	Edward Joseph	. . . .	Donald Major	Donald Major	Joseph Kreseski	Nick Gale	Peter Wilk	717 457-6784
East Conemaugh b	MC	3	Peter Pencola 12/78	. . . .	Mary Briggs	. . . .	Daniel E. Grove	George Fesko	Thomas Faight-5	814 539-0193
East Lansdowne b	MC	3	William M. Smyrl, Jr. 77	. . . .	Catharine D. Taney	. . . .	Edward Joines	Samuel S. Ziviello	. . . .	215 623-7131
East McKeesport b	MC	3	Alvin Brady, Sr.	. . . .	John Lakatosh-3	John Lakatosh-3	. . . .	Harry C. Keller	Sam Pack-5	412 824-0324
East Norriton tp	MC	12	William L. McKernan 12/75	Wm. J. Richardson 74	. . . .	George F. J. Estock	Joseph Lesinski	Thomas Melchiorre	. . . .	215 275-2800

East Pennsboro tp.	MC	12	. . . .	Fred A. Souders	Sandra K. Gilbert	Kenneth H. Ginter	. . . .	Harry L. Shumaker	Herman O. Sgrignoli	717 238-9676
East Petersburg b	MC	3	(not reporting)							717 569-9282
East Pittsburgh b.	MC	3	(not reporting)							412 823-2695
East Stroudsburg b*	CM	8	Charles H. Merring 12/77	Donald C. Gage 70	. . . .	. . . .	. . . .	. . . .	. . . .	717 421-8300
East Whiteland tp*†	CM	7	. . . .	J D Reimenschneider 62	. . . .	. . . .	. . . .	. . . .	. . . .	215 644-2452
Easton.	CO	30	Fred L. Ashton, Jr. 1/76	Ralph F. Singley 73	Joseph Mauro	Ralph F. Singley	Earl W. Brotzman	John M. Young	John J. Mazzeo	215 252-4361
Easttown tp§	MC	10	James L. Larson 12/79	James Wilson 72	James Wilson	Gene Williams	Louis Longacre	Edward Kelley	A. M. Stefano	215 644-9000
Ebensburg b	MC	4	(not reporting)							814 472-8930
Economy b	MC	7	(not reporting)							412 869-4779
Eddystone b	MC	3	Curtis Wood 76	Paul Doyle 74	Leroy D. Cassidy	. . . .	Robert E. Gliem, Jr.	Wm. J. Maitland	. . . .	215 876-3106
Edgewood b*	CM	5	Louis F. Demmler	John F. Gross 68	John F. Gross	. . . .	John F. Gross	Ralph R. Smith	. . . .	412 242-4824
Edgeworth b*	CM	2	John C. Oliver, Jr. 78	Robert E. Lunn 53	. . . .	J. Judson Brooks	Gerald Ferguson	Lawrence R. Kroner	Robert E. Lunn	412 741-9400
Edinboro b	MC	5	Alton Huntley 12/77	David A. Crawe 52	David A. Crawe	Marcia A. Crawe	Ronald Netzler	David Hunter	David A. Crawe	814 734-1812
Edwardsville b.	MC	6	B. P. Kaczynowski 12/77	Stanley Blockus	Leo J. Martin, Jr.	Edward Armusik	Hugh Jones	Louis Bryski	Edward J. Karlonis	717 287-6914
Elizabethtown b*.	CM	8	Kenneth L. Reighard 1/78	Robert E. Parsons 66	Robert E. Parsons	. . . .	. . . .	. . . .	. . . .	717 367-1700
Ellwood City b*	CM	11	Jack Snare	Robert D. Urian 74	Mrs. M. R. Kettler	Robert D. Urian	Robert G. Dambach	Anthony Casuccio	Robert D. Urian	412 758-5576
Emmaus b.	MC	12	Pierce E. Randall 1/78	Gates B. Stern 70	Gates B. Stern	Gates B. Stern	Robert R. Reiss	Earl Brensinger	C. G. Bieber-5	215 965-9292
Emporium b*.	CM	3	Robert F. Williams 1/77	Roy E. Donachy 58	Gerald A. McQuillen	Michael V. Fragale	Francis Higgins	L. Weidenboerner	Roy E. Donachy	814 486-5678
Emsworth b.	MC	3	Andrew A. Lang, Jr. 12/78	. . . .	Paul Lawry	J. Walter Otto	John Kuder	Hermann Pappert, Jr.	Sam Boyd	412 761-1729
Ephrata b*.	CM	10	Lloyd S. Gerhart	Carl W. Fuehrer 42	Carl W. Fuehrer	. . . .	Vernon Schmuck	Jene A. Willwerth	Henry Wenger	717 733-1277
Erie†	MC	129	Louis J. Tullio 74	Joseph J. Robie	James Klemm	Paul Clancey, Sr.	George Hamburger	Samuel Gemelli	Robert J. Waytenick	814 453-4444
Etna b†	MC	6	Clarence Metzger 12/74	. . . .	W. M. Skertich	W. M. Skertich	Glenn Geesey	Ron Harris	. . . .	412 781-0569
Exeter b.	MC	5	(not reporting)							717 654-3001
Exeter tp	CM	11	(not reporting)							215 779-1490
Falls tp*.	CM	36	Joseph Groark 1/75	Robert S. Krutsick	. . . .	June Lewis	Robert Steiner	Donald R. Beacraft	John R. Banko	215 295-4176
Farrell§	CO	11	. . . .	E. J. Murphy, Jr. 70	. . . .	. . . .	. . . .	. . . .	. . . .	412 347-7327
Fleetwood b	MC	3	E. Richard Boyer 12/76	Raymond H. Boyer	Raymond H. Boyer	Lester A. Hoch	Edward Hinkle	Earl R. Fox	Neil J. Ludwig	215 944-8220
Folcroft b	MC	10	Russell T. Wiley 12/77	. . . .	Florence Ricci	Kaye Adams	Jacob Reedy	Anthony Diorisio	. . . .	215 534-5823
Ford City b	MC	5	John H. Hand 78	. . . .	Mary Panchik	. . . .	Robert Gibson	Stanley Sadeski	Michael Opalka	412 762-3081
Forest Hills b*	CM	10	Robert Disney 12/77	George L. Skirm 73	Richard J. Branzel	. . . .	. . . .	Robert Kim	George L. Skirm, Jr.	412 351-4427
Forty Fort b.	MC	6	James McCulloch 11/78	. . . .	. . . .	Robert Rusbar	Gilbert Clark	Thomas Keil	Willard Evans	717 287-6016
Foster tp	CM	5	(not reporting)							814 362-4656
Fountain Hill b.	MC	5	George A. Laughlin 12/77	. . . .	Bernard I. Gillen	. . . .	. . . .	. . . .	. . . .	215 867-0301
Fox Chapel b*	CM	5	L. B. Kuhns 12/77	Richard R. Moore 57	. . . .	. . . .	Wayne Stronm	Robert C. Marshall	Albert M. Biernesser	412 781-1637
Frackville b†	MC	5	. . . .	. . . .	Donald R. Dillman	. . . .	Joseph Oshalsky	Michael Petronko	. . . .	717 874-3201
Franklin.	MC	9	Guy Mammolite 12/77	. . . .	Dorothy K. Shaw	Leonard M. Carroll	Gerald M. Ace	Robert D. Cardy	A. W. Hanna	814 432-5061
Franklin tp*	CM	12	(not reporting)							412 327-2100
Freedom b.	MC	3	James Fiorucci 12/77	V. J. Greco	. . . .	Ronald Golletti	John E. Gallagher	Albert D. Borro	. . . .	412 775-7490
Freeland b.	MC	5	Joseph W. Quinn 1/79	. . . .	Carolyn L. Firley	Peter Duda	Robert L. Whitehead	Michael Mistiszyn	John Lutz	717 636-0111
Gallitzin b	MC	2	Charles Lawn 77	. . . .	. . . .	. . . .	Robert McCaa, Jr.	Harry Baker	. . . .	814 886-8871
Geistown b	MC	4	Henry J. Kist 12/75	. . . .	Betty J. Drugo	. . . .	John Kist	Louis Nicoletti	. . . .	814 266-3459
Gettysburg b†	MC	7	William G. Weaver	Charles E. Kuhn	Hazel M. Dillman	Charles E. Kuhn	Charles J. Kerrigan	Clarence Cluck	Charles E. Kuhn	717 334-1160
Girard b.	MC	3	John Ahl 12/77	. . . .	R. M. Hanson	. . . .	Louis Hannah	Joseph Antolik	. . . .	814 774-4738
Glassport b	MC	7	(not reporting)							412 672-7400
Glenolden b	MC	9	John MacVeigh III 78	. . . .	Myrtle I. Rapp	Ernest N. Scott-3	. . . .	. . . .	. . . .	215 583-3221
Green Tree b*	CM	6	Edward S. Crawford 12/77	. . . .	. . . .	. . . .	Wm. Schwartzmiller	Carl E. Wolcutt	Andrew Haberman	412 921-1110
Greencastle b	MC	3	Robert E. Kendall 11/78	Edwin C. Bittner	. . . .	. . . .	Ralph Rowe	Charles S. Daley	. . . .	717 597-2047
Greensburg.	MC	16	Robert A. Bell 1/76	. . . .	Albert Rosatti	George S. Rugh	John E. Hutchinson	Earl Johnson	John Felice	412 834-3800
Greenville b*.	CM	9	George G. Wasser 77	Jos Couchenour 71	J. W. Couchenour	J. W. Couchenour	Hugh F. Shields	D. F. Reinhart	Robert Smith-5	412 588-4190
Grove City b*	CM	8	James V. Perry 12/77	F. Rupert McKee 72	Mrs. K. L. Lipnichan	Carol Kennedy	Walter R. Horsman	Earl E. Dulaney	Donald E. Beightol-5	412 458-7060
Hamburg b	MC	4	(not reporting)							215 562-7821
Hampden tp*.	CM	12	Meade E. Green, Jr. 12/75	Chas M. Kemberling 73	Kathryn Fetrow	Meade E. Green, Jr.	L. T. Sheely	K. E. Fetrow	. . . .	717 761-0119
Hampton tp*	CM	13	. . . .	Robert A. Trimble 73	. . . .	Robert A. Trimble	. . . .	William C. Schorner	Edward J. Berzonski-5	412 486-0400
Hanover b*	CM	16	John C. Harman 12/77	Joseph B. O'Brien 60	Gerald Wertman-3	Joseph B. O'Brien	Roy Miller	E. G. Margelot, Jr.	Philip Blazer	717 637-3877
Harmony tp.	CO	5	Edward F. Drake	. . . .	Virginia R. Moore	. . . .	. . . .	. . . .	. . . .	412 452-9935
Harris tp*	CM	4	Ray M. Hendrick 77	William R. Geelan 74	Ruth C. Kistler	. . . .	Thomas C. Miller	Maynard F. Holsopple	Harold L. Wingard	814 466-6228
Harrisburg.	MC	68	Harold A. Swenson 1/78	. . . .	Harry A. Ricciuto	Andrew M. Bradley	Charles A. Henry	Paul D. King	Carl Poffenberger	717 238-7101
Harrison tp	CO	14	Fred C. Skwirut 75	. . . .	Joan Ernst	Alvin E. Mason, Jr.	Donald Negley	Zigmunt Walkiewicz	John Virag	412 226-1393
Hatboro b	MC	9	Russell E. Sachs 12/77	. . . .	Thomas A. McClurken	. . . .	Robert Hambrecht	H. Leslie Winner	Edward O. Stauch-5	215 675-0129
Haverford tp*	CM	55	Myron H. Bortnicker	Thomas J. Bannar 72	Ernest J. Quatrani	John P. McGoldrick	. . . .	Frank B. Pawlowski	Samuel J. Defazio	215 446-1000
Hazleton	CO	30	James A. Turnbach 1/78	. . . .	Ralph N. Catino	Richard Manfredi	William Nilles	Edward O'Donnell	Raymond Marusak	717 454-6601
Hellertown b*	CM	7	Emerson Mills 12/74	Robert E. Smay 70	Robert E. Smay	Robert E. Smay	Franklin Rinker	David P. Einherst	Lorrain Cawley	215 838-7041
Hempfield tp.	CO	39	(not reporting)							412 834-7232
Hickory tp*	CM	15	William E. Scanlon 12/75	George R. Ulrich 74	. . . .	. . . .	Robert Goeltz	John Whitmore	A. G. Burlbaugh-4	412 981-0800
Hollidaysburg b*.	CM	6	Charles G. Harclerode 1/78	Roy E. Davis 73	Roy E. Davis	Roy E. Davis	Donald Lingafelt	John Hansel	Roy E. Davis	814 695-7543
Homer City b*†	CM	2	. . . .	Michael Barletta 58	. . . .	. . . .	. . . .	. . . .	. . . .	412 479-9190
Homestead b.	MC	6	James E. Armstrong 1/76	William Macosky	. . . .	James Rannigan	Benjamin Bartek	John Culbertson	Joseph Capp	412 461-0931

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
PENNSYLVANIA (479) continued										
Honesdale b	MC	5	(not reporting)							717 253-0731
Horsham tp*	CM	14	. . . .	Richard M. Brown, Jr.	. . . .	. . . .	Edward Meyer	John L. Donovan	Frank H. Cassidy-5	215 643-3131
Hummelstown b*	CM	5	. . . .	Oliver Swartz 68	. . . .	. . . .	. . . .	. . . .	. . . .	717 566-2541
Huntingdon b*	CM	7	Robert S. Fultz 1/78	David G. Hooper 74	Don H. Leffard	. . . .	Charles L. Jamison	Donald H. Wingate	David G. Hooper	814 643-3966
Indiana b*	CM	16	C. Wilmer Johnston 12/77	E. W. Harkless 70	E.W. Harkless	David Naylon	G. E. Thompson	H. H. Owens	E. W. Harkless	412 465-6691
Indiana tp†	CM	6	. . . .	Thomas R. McMahon 71	. . . .	. . . .	. . . .	. . . .	. . . .	412 767-5333
Ingram b	MC	5	James G. Hellmann 12/77	. . . .	Gladys S. Ryser	. . . .	Charles Browning	Robert B. Clark	. . . .	412 921-4549
Irwin b	MC	4	(not reporting)							412 863-0630
Jeannette	MC	15	(not reporting)							412 523-8411
Jefferson b	MC	9	(not reporting)							412 384-4750
Jenkintown b*	CM	6	J. Theo. Jensen, Jr. 1/78	. . . .	. . . .	. . . .	Ralph Yerker, Jr.	Louis J. Murray	David M. Jordan	215 885-0700
Jersey Shore b	MC	5	James Mercury 12/77	. . . .	Olive N. Cooney	M. P. Gottschall-3	Robert Wheeland	H. W. Eichenlaub, Jr.	. . . .	717 398-0104
Jessup b†	MC	5	John Mancak	. . . .	. . . .	. . . .	. . . .	. . . .	. . . .	717 489-0411
Jim Thorpe b	MC	5	Michael Hichok 1/78	. . . .	Louise E. Milan	. . . .	John Brooking	Francis Bennick	. . . .	717 325-3025
Johnsonburg b	CM	4	John Hoh 12/77	Richard S. Beaver	R. S. Beaver	R. S. Beaver	George Mendat	Harold Gullekson	James DiJulio-5	814 965-5682
Johnstown	CO	42	Herbert Pfuhl, Jr. 1/77	. . . .	Perry E. Nesbit	Joseph Hahn	Charles Krumenacker	William Oreskovich	Harold Jenkins	814 539-8761
Kane b*	CM	5	Edgar D. James 1/76	William W. Perry 60	William W. Perry	William W. Perry	Harry D. Gardner	R. A. Fisher	Leonard M. Johnson	814 837-9240
Kenhorst b	MC	3	(not reporting)							215 373-5111
Kennett Square b	MC	5	Henry C. Broems 1/78	Marion Fulton	. . . .	. . . .	Ralph Hunter	James Schaeffer	. . . .	215 444-4590
Kingston b	MC	18	Charles Bankes	Raymond F. Lowery 74	Carol Urban	Henry T. Billman	Franklin D. Hillard	John Reese	Louis Smith	717 288-4576
Kittanning b†	MC	6	Howard F. Shuster	. . . .	Mary Ann Shaffer	Gerald R. Shuster	. . . .	Wm. E. Gallaher	Rudy J. Adams-5	412 543-2091
Kulpmont b	MC	4	(not reporting)							717 373-3611
Kutztown b	MC	6	Donald A. Buchman 1/78	. . . .	Carl Bortz	. . . .	Charles Leibensberger	John Bailey	. . . .	215 683-6131
Lancaster	MC	58	Richard M. Scott 1/78	. . . .	Faye A. Williams	Mary L. Broucht	Edward Deatrick	Wilmer A. Hoover	Arthur E. Morris	717 397-3501
Lancaster tp	MC	10	(not reporting)							717 393-3415
Lansdale b	MC	18	Richard B. Bitner 12/77	. . . .	. . . .	Walter M. Shull	Jay Daveler	Wallace S Hendricks	H. Byron Schultz	215 368-1691
Lansdowne b*†	CM	14	William E. Helms	Fred K. Roberts 54	Fred Roberts	Fred Roberts	Paul Wenzel	Harry Gaab	. . . .	215 623-0700
Lansford b	MC	5	(not reporting)							717 645-5844
Larksville b	MC	4	(not reporting)							717 779-9593
Latrobe b	MC	12	Anthony Angelo 12/77	Howard J. Barnhart 74	Margaret Bennett	Howard J. Barnhart	Earl G. Dalton	Francis D. Plyler	Bruno Inselmini	412 539-8548
Laureldale b	MC	5	(not reporting)							215 929-8700
Lebanon	MC	29	Walter A. Swanger 1/76	. . . .	Rose Marie Swanger	George S Ross, Jr.	Charles Brandt	Michael J. Deleo	Richard A. Bleistine	717 272-3006
Leechburg b	MC	3	(not reporting)							412 844-8531
Lehighton b*	CM	6	Wilbur A. Bauchspies	M. L. Smedley 70	Betty Frable	. . . .	Herman Solx	Wm. Kunkle	M. L. Smedley	215 377-4002
Lemoyne b	MC	5	Robert R. Schell 12/74	Philip K. Lear 73	. . . .	Boyd E. Freese	Edwin Kreamer	Gerald E. Christine	Philip K. Lear	717 737-6843
Lewisburg b	MC	6	John J. Baker 1/78	W. R. Kauffman 73	Miss Ottilie Young	Ottilie Young-3	William C. Grove	Donald L. Heiter	R. Franklin Beaver-4	717 523-7122
Lewistown b*	CM	11	John J. Lawler 1/78	Horace B. Gulden 70	Eleanor A. Stimely	. . . .	Kenneth J. Powell	Lee G. Lyter	Maurice E. Johnson	717 248-6715
Liberty b	MC	4	Robert A. Black 78	Beverly H. Mase	. . . .	. . . .	Roy Reed	. . . .	. . . .	412 678-3286
Lititz b*	CM	7	Raymond S. Reedy	George D. Steedle 64	Ellen R. Chandler	. . . .	Howard E. Mower	George C. Hicks	Nevin Koch	717 626-2044
Littlestown b	MC	3	Walter C. Myers 1/78	. . . .	Samuel B. Michael	. . . .	Richard Stuller	Roger C. Gouker	Earl J. Weaver-5	717 359-5101
Lock Haven*	CM	11	William L. Johns 1/75	Frank Taggart 70	Frank L. Taggart	Paul D. Welch	Eugene L. Ferrara	. . . .	Richard C. Ardner	717 748-2114
Logan tp*	CM	11	Cloyd Forsht	Frank L. Noye 63	Frank L. Noye	Frank L. Noye	. . . .	Vaul Rouzer	. . . .	814 944-5345
Lower Allen tp*	CM	14	R. F. Hawley 12/77	Vernon C. Wass 62	Vernon C. Wass	Vernon C. Wass	Glen Hawbecker	Mitchell Smith	Vernon C. Wass	717 737-8681
Lower Burrell	MC	14	Earl F. Hill 12/75	. . . .	Frank B. Duda	. . . .	. . . .	John Resetar	. . . .	412 335-9875
Lower Makefield tp*	CM	15	. . . .	Kermit Johannsen 70	. . . .	Lloyd H. Klatzkin-3	. . . .	Charles E. Ronaldo	James T. Coyne-5	215 493-3646
Lower Merion tp*	CM	63	Donald H. G. Segal 1/76	Thomas Fulweiler 68	Alfred O. Mueller	Albert F. Beck, Jr.	Leon M. Karr	James J. McCaughey	Joseph J. Blischok	215 649-4000
Lower Providence tp*	CM	15	. . . .	Stephen J. Ross 72	Vincent Donahue	Stephen J. Ross	Robert Keyser	Robert Furlong	Richard Pellechio	215 539-8020
Lower Southampton tp*	CM	18	Joseph Pavlak 1/78	Michael Laputka 74	. . . .	Joseph St. Clair	Elwood Jones	Edward F. Wunsch	Harry Crawford	215 357-7300
Luzerne b	MC	5	George Shonk 12/78	John Osolnick	Marion Cecconi	. . . .	George Shonk	William Tregan	. . . .	717 287-4312
Lykens b	MC	3	(not reporting)							717 453-7001
McAdoo b	MC	3	(not reporting)							717 929-2504
McCandless tp*	CM	22	. . . .	Earl H. Jourdan 60	Karl R. Sattler	R. L. Vonhofen	. . . .	Patrick B. McCabe	Donald L. Falkner-5	412 364-0616
McDonald b†	MC	3	John J. Bracall	J.N.T. Walker Jr.	R. M. McCartney	C. Herron	. . . .	Walter Benard	. . . .	412 926-8711
McKees Rocks b	MC	12	(not reporting)							412 331-2498
McKeesport	MC	38	John E. Pribanic 78	. . . .	Joan E. Winters	Albert Elko	Stanley E. Bazylak	Joseph P. Graziano	James Heatherington	412 678-0151
McSherrystown b	MC	3	Paul E. Lawrence	Frederick L. Walter	Mary C. O. Weaver	Martin N. Weaver	Charles McMaster	John G. Hemler	Harold W. Smith	717 637-1838
Mahanoy City b	MC	7	William Sheeham 78	. . . .	George J. Ponisciak	Margaret Seager	John Wertz	Thomas P. Murphy	. . . .	717 773-2310
Malvern b	MC	3	Fred H. Thomas	Richard D. Merion	R. D. Merion	R. D. Merion	Frank Clarke	William Cockerham	David Mellinger	215 644-2602
Manheim b	MC	5	J. Loverne Hiestand 12/77	Sandra Christianson 73	. . . .	. . . .	Cleon Berntheizel	John Winters	. . . .	717 665-2461

Manheim tp*	CM	22	....	Jay Gregg 67	Jay Gregg	Jay Gregg	....	J. Frank Greenawalt	John J. Breneman-5	717 569-6406
Mansfield b	MC	4	(not reporting)							717 662-2315
Marcus Hook b	MC	3	(not reporting)							215 485-1341
Marietta b	MC	3	(not reporting)							717 426-3613
Marple tp*†	CM	25	Irvin J. Zorn, Jr.	Richard DiPrimio 72	....	Robert S. Hass	I. Newton Kerber	John C. Crowley	William P. Pirocchi	215 356-4040
Martinsburg b*	CM	2	Richard D. Moore 1/78	J. C. Beach 65	....	....	Richard G. Barnes	Ivan E. Hoover	....	814 793-3213
Masontown b	MC	4	William S. Moser 1/78	....	Patrick DelGrosso	....	E. Russell King	Peter Smargie, Jr.	Thomas F. Smith	412 583-7731
Meadville*	CM	17	Richard J. Ruhlman 1/78	Blaine R. Hinds 71	Marjorie B. Smith	Marjorie B. Smith	Ralph Butcher	John Holt	Kenneth A. Beers	814 724-6000
Mechanicsburg b*	CM	9	Russell E. Gelwicks 12/77	David Sultzaberger 67	Thomas E. Blosser	....	....	Joseph C. Owens	....	717 766-5431
Media b	MC	6	Robert C. Mickle 1/78	....	James J. Loughran	....	Robert Hazlett	Thomas Bruton	James J. Loughran	215 891-2011
Mercer b	MC	3	David L. Davis 1/78	....	June Evans	R. M. McChesney	James Minner	William Dunn	James M. Hovis	412 662-3980
Meyersdale b	MC	3	(not reporting)							814 634-4211
Middletown tp*	CM	31	Pasquale Deon	James Dillon 72	James Dillon	Leonard J. Smolsky	Joseph Keys	Howard C. Shook	Joseph Giacomuzzi	215 943-0300
Middletown tp (Lima)*	CM	13	F. Laurence Daly	Donald L. Glackin	Donald L. Glackin	Donald L. Glackin	....	....(6)	Clarence Townsend-5	215 565-2700
Middletown b*	CM	9	Harry H. Judy, Jr.	George C. Merkel 60	Lucy M. Fagley	George C. Merkel	John A. Blessing, Sr.	Steve Mrakovich	George C. Merkel-4	717 944-4686
Midland b	MC	5	(not reporting)							412 643-4170
Mifflinburg b*†	CM	3	Paul M. Smith	Walter C. Katherman	Miriam Krouse	Steven E. Dodge	Eugene L. Feaster	Hail E. Solomon	Walter C. Katherman	717 966-1013
Millcreek tp	TM	37	Jerry Salsbury	....	Dorothy M. Young	Sylvia T. Gill-2	....	Joseph Marshall	Paul J. Martin-5	814 833-1111
Millersburg b	MC	3	(not reporting)							717 692-4711
Millersville b*	CM	6	Robert C. Shoff 12/74	Janet W. Ruby 71	Janet W. Ruby	Benjamin M. Landis	James D. Eshleman	....	....	717 872-4645
Millvale b	MC	6	(not reporting)							412 821-1356
Milton b*	CM	8	Evan C. Williams 1/78	Harold L. Mertz 72	Mary K. Mertz	....	Lawrence Reeder	Eric W. Specht	....	717 742-8757
Minersville b	MC	6	(not reporting)							717 544-2333
Monaca b	CM	7	(not reporting)							412 775-3321
Monessen	MC	15	Thomas P. Dalfonso 1/78	Ronald G. Halkias 74	Ronald G. Halkias	Jack L. Bergstien	Michael Nyalko	Bruce Pezzelle	Constants Hilinski	412 684-5011
Monongahela	MC	7	Thomas A. Wilson 1/76	....	Carole Foglia	John Moreschi	Sturgis Jackson	William F. Urban	William Pellegrini	412 258-5501
Monroeville b*	CM	29	Ronald E. Droske 12/77	Marshall W. Bond 73	Marshall W. Bond	....	....	George Gregowich, Jr.	Thomas E. McMahon-4	412 823-5100
Montoursville b	MC	6	Anthony J. Rotondi	....	Daisy E. Straub	....	....	....	....	717 368-2486
Moon tp*	CM	18	....	William P. Walsh 72	....	William P. Walsh	Charles Belgie, Jr.	Kenneth Hoover	John Kennedy-5	412 262-1700
Moosic b	MC	4	(not reporting)							717 457-5480
Morrisville b*	CM	11	William W. Thompson 12/77	Robert H. Steward 59	....	....	Robert Smith	Stanley Naprawa	....	215 295-8181
Morton b	MC	3	(not reporting)							215 543-4565
Mount Carmel b*	CM	9	Frank Cimino 1/78	J. James Phillips 69	J. J. Phillips-2	J. Jas. Phillips-2	Walter Milewski	Edward Strike	....	717 339-4486
Mount Holly Springs b*	CM	2	Richard H. Hair 12/77	Nelson G. Jay 74	....	....	Ivan Bretzman	Frank H. Stoerzinger	....	717 486-7601
Mount Joy b*	CM	5	James A. Gingrich 1/78	Joseph S. Bateman 74	Joseph S. Bateman	William E. Eby	Frank Good	J. Bruce Kline	Amos D. Hershey-5	717 653-2300
Mount Lebanon tp*	CM	40	Richard P. Dietz 1/75	Robert A. Finley 60	Robert A. Finley	John Gross	Stephen C. Walther	David A. Varrelman	James Cain	412 343-3400
Mount Oliver b	MC	5	Carl M. Patrick 1/78	....	Freda A. Froelich	....	Patrick J. Cassidy	John V. Hindmarch	....	412 431-8107
Mount Penn b	MC	3	(not reporting)							215 779-5151
Mount Pleasant b	MC	6	(not reporting)							215 688-0500
Mount Union b	MC	4	Kenneth R. Eberman 12/78	John F. Boyer, Jr. 74	....	....	....	L. L. Knabie, Jr.	....	814 542-4051
Muncy b	MC	3	(not reporting)							717 546-3952
Munhall b	MC	17	William W. Knight	....	Frances V. Lancas	Raymond G. Bodnar	William Coles	John Dorko	Earl Nau	412 461-2526
Myerstown b*	CM	4	Winfield Engler 12/77	Edward H. Treat 65	John J. Swonger	....	Frederick Shaak	Russell Border	....	717 866-5038
Nanticoke	MC	15	Frank J. Wadzinski 1/78	....	Thomas Hill	Leonard Omolecki	Frank Mayewski	Wasil Kobela	Stanley Glazinski	717 735-2200
Nanty-Glo b	MC	4	Arthur C. Price, Sr. 77	....	Jennie M. Mulato	Mary Ann Mychajlonka	Thomas Waltz	Ronald P. Brown	Joseph Mosso	814 749-0331
Narberth b*	CM	5	Wolcott W. Merrow	William J. Furber 66	Betty J. Willard	James W. Walsh	Edward F. Purring	Wolcott W. Merrow	Harry L. Pulch-5	215 664-2840
Nazareth b	MC	6	John H. Cassel 12/76	....	....	Edmond Yandrisevits	Ernest Fehnel	Paul Traupman	....	215 759-2540
Nesquehoning b	CM	3	Maurice J. Rutch 12/77	....	Joseph G. Greco, Jr.	....	James Kishbaugh	Harold Billie	....	717 669-9111
Nether Providence tp†	CO	14	Francis P. Desmond	Charles A. Waters	Carol Brown	Eugene G. Monaco	Robert Foltz	C. Raymond Plotts, Jr	Edward Calderoni	215 566-4516
New Brighton b*	CM	8	Joseph R. Hardy 12/78	W. S. McDanel 42	....	W. S. McDanel	Gale Dixon	Philip Rini	Jerry Feit	412 846-1870
New Castle§	MC	39	Francis J. Rogan 1/76	....	Jack H. Fritz	....	Reynold Dilullo	Joseph Farris	Charles Fornataro	412 652-7781
New Cumberland b*	CM	10	G. E. Kaufman 12/77	R. Bruce Miller 73	R. Bruce Miller	....	Wilbur H. George	Thomas H. Lilley	....	717 774-0404
New Eagle b	MC	2	(not reporting)							412 258-4477
New Holland b*	CM	4	Willis M. Houck 1/78	Kenneth Minier 73	....	....	Paul Wise, Jr.	Donald Troupe	Barry G. Eitnier	717 354-5144
New Kensington	MC	20	Verle N. Bevan	....	Anna Marie Domenick	Michael Shamey	G. A. Lemon	Daniel W. Joseph	John Regoli	412 337-4523
New Wilmington b	MC	3	Howard W. Rodgers 1/78	....	Peg Sherrod	Wendel Wagner	John Norris	James Webster	Ed Garrett	412 946-8167
Newtown tp*	CM	11	Joseph L. Crawford 12/74	Paul D. West 73	Paul D. West	Paul D. West	George Mackey	Charles L. Kress, Jr.	Ronald McHatton	215 356-0200
Norristown b*	CM	38	John J. Murray 1/78	James F. Coyle 73	Mary S. Kriebel	Anthony Gambale	R. Craig Glass	Joseph Interrante	Anthony Koller	215 272-8080
North Belle Vernon b	MC	3	(not reporting)							412 929-6930
North Braddock b*	CM	11	Thomas Curran 1/78	Edward Calabria 63	Edward Calabria	Edward Calabria	Emil Telli	Ted Wagner	Roman Petrusky	412 271-1306
North Catasauqua b	MC	3	William J. Molchany 12/77	....	....	Aloysius Marhefka	Timothy Leh	Roy K. Hodes	Frank Hacker	215 264-1504
North East b	MC	4	Donald Videtto 1/78	Kenneth Maas 58	Kenneth Maas	Kenneth Maas	Harold Lowes	James Ciminnisi	....	814 725-3308
North Huntingdon tp	CM	29	(not reporting)							412 863-3806
North Versailles tp	MC	13	John D. Weber	....	Marylou Valicent	Robert Vuyanich	William Johnston	Clifton Stumme	Jesse Reed-5	412 823-6602
North Wales b	MC	4	(not reporting)							215 699-3811
Northampton b*	CM	8	Anthony Pany	George E. McMahon 74	....	....	August Wagner	Samuel Kulp	....	215 262-2576
Northumberland b	MC	4	(not reporting)							717 473-3414

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
PENNSYLVANIA (479) continued										
Norwood b†	MC	7	Joseph Decristo	Malcolm H. McVickar	Alice Douglas	Frank Boyle	John Wolfe	Paul R. Stolz	Philip Cinquina	215 586-5800
O'Hara tp*	CM	9	. . . .	William F. Bell 72	. . . .	. . . .	. . . .	. . . .	. . . .	412 782-1400
Oakmont b*	CM	8	Thomas P. Mulvey 1/78	Adeline Brown 68	Adeline Brown	Adeline Brown	Sam Brocato	John Miceli	Adeline Brown	412 828-3232
Ohioville b	MC	4	(not reporting)							412 643-8061
Oil City§	MC	15	Wayne D. Blyler 1/76	Terence W. Farren 74	. . . .	Terence W. Farren	James Stack	Robert Wygant	James Nelles-5	814 677-1241
Old Forge b	MC	10	(not reporting)							717 457-7442
Olyphant b	MC	5	(not reporting)							717 489-1221
Orwigsburg b*	CM	3	. . . .	John Steinbrunn 70	. . . .	. . . .	. . . .	. . . .	. . . .	717 366-2285
Oxford b	MC	4	Francis L. Maule 12/77	Ross H. Melrath 64	Grace Peterson	Dora B. Latshaw-3	William Slicer	Norris O. Nelson	. . . .	215 932-2500
Palmerton b†	MC	6	Vincent M. Kappes	. . . .	Harrison S. Gruber	. . . .	Nick Lucia	Willard Steigerwalt	. . . .	215 826-2505
Palmyra b*	CM	8	Sam Bumgardner	Bruce H. Hartman 65	Bruce H. Hartman	. . . .	. . . .	Russel L. Love	. . . .	717 838-6361
Parkesburg b	MC	3	William J. Findley 1/78	. . . .	. . . .	. . . .	Richard Klingler	Carl Morelli	Rawlins Engle	215 857-3535
Patton b†	MC	3	Thomas S. Chernisky 12/77	. . . .	Albert L. Haluska	. . . .	Ronald D. Smith	Earl T. Schilling	. . . .	814 674-3641
Pen Argyl b	MC	4	John T. Dally 12/77	Claude Miller, Sr 74	Herbert Raines	James Charles	William Savercool	Dwayne Honey	. . . .	215 863-4119
Penbrook b	MC	3	Joseph L. Pochyba 12/77	David R. Kochel 74	Janet S. Hassler	Janet S. Hassler	Robert Cassel	I. Calvin Shatto	David R. Kochel	717 232-3733
Penn Hills tp*	CM	63	Ronald E. Grinder	Ralph N Stoner, Jr. 74	Ralph N. Stoner, Jr.	Edward Schrecengost	. . . .	Edward E. Arnold	Eugene A. Kunkel	412 795-3500
Perkasie b*	CM	5	Lester C. Trauger 12/77	Frank R. Kulp 65	Frank R. Kulp	. . . .	Willis Trauger	Claude E. Nase	Martin O. Grossmyer-5	215 257-5065
Peters tp*	CM	11	. . . .	James A. Ross 63	Madeline M. Farkas	. . . .	William Ennis	William C. McIntosh	. . . .	412 941-4180
Philadelphia	MC	1949	Frank L. Rizzo 1/76	Hillel Levinson 72	William G. Klenk	Lennox Moak	Joseph R. Rizzo	Joseph F. O'Neill	Robert Silver	215 686-1776
Philipsburg b	MC	4	Clifford A. Johnston 12/77	. . . .	Margaret Petrovich	Lynn Fink	James Wood	Victor Fleck	. . . .	814 342-3440
Phoenixville b*	CM	15	Joseph F. Somber 12/77	Richard N. Don 72	Mrs. V. M. Guest	Peter J. Bradley	Thomas Fink	. . . .	. . . .	215 933-8801
Pitcairn b	MC	5	Frank S. Gallo 12/77	George H. Myers 74	. . . .	. . . .	. . . .	John DeCenzo	. . . .	412 372-3116
Pittsburgh	MC	520	Peter F. Flaherty 12/77	. . . .	Louis C. Dinardo	John E. McGrady-2	Thomas Kennelly	Robert Colville	Raymond J. Hess	412 281-3900
Pittston	MC	11	(not reporting)							717 654-4501
Pleasant Hills b	MC	10	(not reporting)							412 655-3300
Plum b	MC	22	A. E. Oblock	. . . .	Alberta L. Horner	Robert C. Faulk	. . . .	Robert J. Kent	Fred Alberta	412 793-7400
Plymouth b	MC	10	(not reporting)							717 779-9552
Plymouth tp*	CM	17	. . . .	Robt. L. Townsend 69	. . . .	James T. Mitchell	. . . .	Vito J. Fusco	Charles F. Oyler	215 277-4100
Polk b	MC	4	(not reporting)							814 437-5791
Port Allegany b*	CM	3	. . . .	L. O. Griffith 74	. . . .	. . . .	. . . .	. . . .	. . . .	814 642-2526
Port Carbon b	MC	3	William T. Wall 12/78	. . . .	. . . .	. . . .	William Bensinger	Vincent A. Savitsky	. . . .	717 622-5411
Port Vue b	MC	6	Rudolph Antoncic Sr. 78	. . . .	Joann M. Gubanic	. . . .	Alex Chontos, Jr.	Howard T. Judy	. . . .	412 664-9323
Portage b	MC	4	Thomas Mitchell 1/78	. . . .	Ray C. Sease	George Calaba	John Walkovich	Carl D. Chappell	George Kissel	814 736-4330
Pottstown b*	CM	25	Edward W. Jameson 1/78	Joseph D. Banta 65	Mary Jane Moore	Joseph D. Banta	Richard Moser	James E. Rodgers	Earl J. Case	215 326-3100
Pottsville	CO	20	Michael A. Close 12/76	. . . .	John E. Quirk	John D. W. Reiley	Andrew C. Hoke	Thomas R. Quirk	. . . .	717 622-1234
Prospect Park b	MC	7	William P. McConnell 1/78	. . . .	Anna May Depew	John Farrell	Peter Huntley	William H. Young	Franklin Hawke	215 532-1007
Punxsutawney b*	CM	8	Paul R. Jordan	. . . .	Joyce Rumgay	Florinda Cressley	Donald Brown	Joseph S. Volpe	David L. Hoffman-5	814 938-4800
Quakertown b*	CM	7	Philip G. Richter 12/75	Nicholas Luca 70	Nicholas Luca	. . . .	Paul Neubert	Frederick Christman	Willard Bearn-5	215 536-5001
Radnor tp*	CM	27	Francis J. Robinson	Allan J. Ofensend 70	Doris Tague	Edward Hayes	Donald Wood	John W. Litzenberg	Ernest L. Marmer	215 688-5600
Rankin b	MC	4	(not reporting)							412 271-1013
Reading	CO	88	Eugene L. Shirk 1/76	Jeffrey D. Miller 72	Ruth M. Thompson	Joseph P. Kuzminski	Russell P. Mogel	Bernard J. Dobinsky	Wm. P. Leonardziak	215 373-5111
Red Lion b*†	CM	6	. . . .	Carl E. Seitz 71	. . . .	. . . .	. . . .	. . . .	. . . .	717 244-3475
Renovo b	MC	3	Carmen Rosamelia 12/78	. . . .	E. J. Monoski	E. J. Monoski	. . . .	R. A. Ranch	. . . .	717 923-1520
Reynoldsville b	MC	3	John C. Milliren 12/77	. . . .	J. Philip Davis	. . . .	Anthony Perry	Robert E. Milliren	Jackson Shepler	814 653-2110
Ridgway b*	CM	6	Joseph Fusco 12/77	David P. Cooper 74	. . . .	. . . .	David Hollenbaugh	Burton Shaver	Albert Paladino-5	814 776-1125
Ridley tp	CO	9	John J. Shields 12/77	. . . .	Richard W. Eagle	Daniel E. Mingis	John B. Thompson	Charles W. McElwain	Joseph Rafferty	215 534-4800
Ridley Park b†	MC	9	William A. Rice, Sr.	Joanne B. Miles	Claudine McDevitt	. . . .	Thomas Turner	Charles Miller	. . . .	215 532-2100
Roaring Spring b	MC	3	Richard Butler	Charles F. Yingling	. . . .	Charles S. Butler	Merle Pote	Jos. E. Robinson, Jr.	Max W. Burke	814 224-4814
Rochester b	MC	5	James D. Pfeifer 1/78	Paula L. Massey 74	. . . .	. . . .	Gerald Hogue	John Beighey	. . . .	412 774-6928
Rockledge b	MC	3	J. M. Cegielkowski 1/78	. . . .	Paul W. Fehr	. . . .	William Kern	James Rementer	. . . .	215 379-8800
Ross tp*	CM	33	Frank H. Kohne, Jr. 12/76	Donald E. Williams 72	. . . .	. . . .	. . . .	Robert C. Butzler	Raymond G. Hale	412 931-0558
Royersford b	MC	4	George E. Rimby 12/77	Robert L. Weikel 73	Robert L. Weikel	. . . .	Donald Long	Harry E. Van Horn	George W. Jones, Jr.	215 948-3737
St. Clair b	MC	5	(not reporting)							717 429-2240
St. Marys b*	CM	7	Robert C. Keim	Martin McDaniel 74	Martin C. McDaniel	. . . .	William A. Kraus	Alvin H. Zimmett	Richard Nusshaum-5	814 781-1718
Salisbury tp*	CM	11	Henry C. Timms 12/77	William Ganster 67	Wm. J. Ganster	Wm. J. Ganster	. . . .	Robert E. Reiss, Jr.	Stanley Fries	215 797-4000
Sayre b*	CM	7	Nicholas Chocona 1/78	John H. Weigel, III 73	Edith C. Hunt	. . . .	Everett Briggs	Ray Eldred	. . . .	717 888-7739
Schuylkill Haven b*	CM	6	. . . .	Nicholas Lascala 72	Robert Davis	. . . .	Carl Feger	William Goetz	. . . .	717 385-2841
Scott tp	CO	22	Francis Eureka 12/75	Mrs. P. A. Wodnicki	Mrs. P. A. Wodnicki	Arthur Komoroski	. . . .	Joseph Cyprowski	. . . .	412 276-5300
Scottdale b*	CM	6	L. Eberharter 12/77	Harry Laughrey, Jr. 71	Harry Laughrey, Jr.	. . . .	Elton Rollinson	Ralph M. Rich, Jr.	. . . .	412 887-8220

Scranton	MC	104	Eugene J. Peters 1/78	....	James Beahan	John Szymanski	Thomas McGowan	John McCrone	James McNulty	717 342-0268
Selinsgrove b*	CM	5	Donald R. Bower 1/78	John F. Frederick 72	....	John F. Frederick	Harold Aucker	Elmer Mull	John F. Frederick	717 374-2311
Sellersville b	MC	3	E. Hufnagle, Sr. 1/78	Richard D. Coll 67	Richard Coll	Richard Coll	E. Hufnagle, Sr.	Robert E. Burke	Philip H. Coll-5	215 257-5075
Sewickley b*	CM	6	Richard D. Cole 12/77	James E. Donley 73	Elizabeth M. Pflugh	James P. Cronin	Hugh A. McMaster, Jr	Bertil S. Neely	James E. Donley	412 741-4720
Sewickley Heights b*	CM	1	C. J. Ramsburg, Jr. 78	Ernest Trimble 59	G. R. Surls	....	W. G. Kording	W. G. Kording	Ernest Trimble	412 741-5111
Shaler tp*	CM	33	....	Wm. L. Crawford 62	....	....	....	....	....	412 486-3201
Shamokin	MC	12	Harold E. Thomas 1/78	....	William R. Strausser	George H. Krieger	Louis Gaydon	Girard Waugh	Claude E. Kehler, Jr.	717 648-5708
Sharon	MC	23	Basil C. Scott 1/78	....	Marsha Jones	Robert Heutsche	Joseph A. Hilko	Daniel F. Gross	Kenneth R. Lewis	412 347-7503
Sharon Hill b	MC	7	William R. Taylor 1/78	Leonard J. Bugey	Mildred Enderle	....	Edwin J. Cramphorn	William E. Hanna	....	215 586-8200
Sharpsburg b	MC	5	Marion A. Gerardi 1/78	Rocco F. Magnelli 74	Marianne Burkarth	Jean U. Nester	Earl Blaser	Donald F. Ferraro	Carl J. Ferraro	412 781-0546
Sharpsville b*	CM	6	Herbert J. Rockwell 12/77	P. Thomas Siece 69	Elizabeth Bookwalter	P. Thomas Siece	Harry A. Rapp	Thomas P. Weldon	Daniel J. Lapikas	412 962-7896
Shenandoah b*	CM	8	Joseph Marone 1/78	....	Jean Monaghan	Joseph McCrath	Paul Palewicz	....	....	717 462-2488
Shillington b*	CM	6	George W. Kochard 12/77	Michael P. McGeary 72	Marie K. Kunkle	....	E. M. Squibb, Jr.	Bruce A. Dehart	....	215 777-1338
Shippensburg b*	CM	7	J. Harry Mowery 12/77	Walter K. Smith 60	Frederick J. Reddig	....	Robert Jones	....	....	717 532-2147
Sinking Spring b	MC	3	Richard H. Miller 77	....	Sonia E. Moyer	....	Clavi Harting	John Habecker	....	215 678-4903
Slatington b	MC	5	Donald D. Davis 1/78	Bertha M. Griffith 74	....	....	Charles Hughes	Arthur Kistler	Robert Labold	215 767-2131
Slippery Rock b	MC	5	Frank Monteleone 1/78	....	....	Ruth West	R. C. Boyer	H. C. Sanderson	Edward Fleeger	412 794-6391
Somerset b*	CM	6	Wm. C. James 1/78	John J. Kane 71	John J. Kane	John J. Kane	Wm. G. Barnhardt	Geo. Jock	John Stoy	814 445-9742
Souderton b*	CM	6	C. H. Allebach, Jr. 12/77	J. Delton Plank 72	Elaine G. Frederick	....	Paul Stoudt	Paul Wolf, Jr.	James E. Welch, Jr.	215 723-4371
South Fayette tp	CM	9	(not reporting)							....
South Greensburg b†	MC	3	Jerome Todaro 1/78	....	....	George Jamison	Charles Giron	George Pacek	Frank Massari	412 834-5460
South Lebanon tp§	MC	8	Paul E. Krause 75	Albert F. Standish 72	....	....	Ralph W. Lehman	George J. Gettler	....	717 273-1162
South Park tp*†	CM	8	Louis Comis	Robert C. Bryer, Sr. 61	R. M. Weinheimer	....	Theodore Hale	Edward Strimlan	Michael Berrish	412 833-1000
South Whitehall tp*	CM	14	....	Merritt E. Hein 74	....	Chester W. Gilkey-1	....	Donald MacConnell	Charles D. Remaley	215 398-0401
South Williamsport b	MC	7	(not reporting)							717 326-2831
Southmont b	MC	3	Robert Moors 12/78	....	Beverly J. Brown	Thomas Dailey	C. L. Butler	Herbert Howell	Mark Buffenmeyer	814 255-3104
Southwest Greensburg b	MC	3	(not reporting)							412 834-5460
Spangler b	MC	3	Michael Perrone 10/78	....	Joseph Whalen	....	Francis Lutch	Anthony Gach	....	814 948-7150
Spring tp*†	CM	14	Victor Yarnell	J. George French 64	Ruth Thompson	....	....	....	....	215 678-5393
Spring City b	MC	4	C. Neal McClellan 1/78	Calvin M. Adams 74	Sara Louise Robinson	Brooke E. Littlefiel	Ralph Trego, Jr.	Michael P. Corbett	....	215 948-3660
Spring Garden tp*	CM	12	Richard G. Pennell 12/75	Carl L. Hykes 68	Carl L. Hykes	Richard L. Stare	George Williams, III	S. W. Lehman, Jr.	Geo. F. Himmelright-5	717 848-2858
Springdale b	MC	5	(not reporting)							412 274-6800
Springettsbury tp*	CM	19	....	Elgin G. Radcliff 73	S. S. Olewiler, Jr.	S. S. Olewiler, Jr.	Glenn Kline	Donald L. Shultz	....	717 757-3521
Springfield tp	CO	29	W. Andrew Wright 1/76	....	Harry A. Bornman	James M. Davis-3	Edwin Abel	....	Thomas R. Behmke	215 544-1100
Springfield tp*	CM	22	....	J. R. Fulginiti 70	J. R. Fulginiti	J. R. Fulginiti	....	Louis A. Machalette	Robert S. Wilmot-5	215 233-1600
State College b*	CM	34	Jo Hays 1/78	Carl B. Fairbanks 69	....	Ronald Davis	Ronald Ross	E. G. Williams, Jr.	Donald R. Dorneman-4	814 237-1411
Steelton b	MC	9	J. Richard Stouffer 1/78	....	Frank P. Fisher	Louis Brodnick	Robert Butts	Fred Douglas	Thomas L. Reider	717 939-9842
Stowe tp	CO	10	Stanley Bachowski	....	Irene Cairns	Albert Trombetta	Hyman Jacobs	Stephen Homer	Joseph Cusano	412 331-4010
Stroudsburg b*	CM	5	Warren F. Loney 12/77	Ralph E. Bender, Jr. 73	Ralph E. Bender, Jr.	....	Thomas Philips	John Baujan	....	717 421-5444
Sugar Creek b	MC	6	John D. McClelland 1/78	....	W. A. Gearhart	....	....	Charles R. Tarr	....	814 432-4717
Summit Hill b	MC	4	(not reporting)							717 645-9129
Sunbury	MC	13	Donald R. Morgan 1/78	....	Helen Rowe	Edward M. Neff	John Hummel	Clem Karpinski, Jr	....	717 286-7820
Susquehanna tp*	CM	17	John W. Putt	Miles A. Caughey 74	M. A. Caughey	M. A. Caughey	Gerald Helsley	Ray Hoover	Donald L. Kokenzie-5	717 545-4751
Swarthmore b	MC	6	John P. Cushing 1/78	Charles Topping 69	....	....	James Dunn	William Weidner	....	215 543-4599
Swissvale b	MC	14	Anthony Vergona 1/78	....	Alvar R. Erlandson	Alvar R. Erlandson	Albert Lukac	Michael McGurk	John Adams	412 271-7101
Swoyersville b	MC	7	Edw. Brominski 78	....	Joseph Koval	Frank Krakosky-3	William Amos, Jr.	Edw. Zukosky	....	717 287-5041
Tamaqua b*	CM	9	William W. Yost 12/77	Carl A. Barry 72	Sam Radcliffe-2	Henry A. Breiner	Paul Behr	Harry Wallaesa	Donald Matalavage	717 668-3444
Tarentum b	MC	7	(not reporting)							412 224-1818
Taylor b	TM	7	(not reporting)							717 562-1400
Telford b*	CM	3	Irwin S. Detweiler 1/78	John Hoishik 54	John Hoishik	John Hoishik	Peter A. Wickete	Charles E. Miller	John Hoishik	215 723-5000
Throop b	MC	4	John J. Stecco 12/78	Frank Eshmont 74	Frank Eshmont	Vincent Cesari	Edward A. Barbolish	Andrew A. Tomchack	Lawrence Hartshorn	717 489-8311
Titusville*†	CM	7	Jos. E. Fleming, Jr.	Ronald H. Drew 74	Ronald H. Drew	Gerald C. English-2	Albert L'Huillier	Frank Wagner	Joe Donovan-5	814 827-3621
Towamencin tp*	CM	5	M. Warren Bolton 12/77	Joseph W. Kapusta 69	....	Joseph W. Kapusta	Clair Clemens	Benjamin F. Cairns	....	215 855-3999
Towanda b*	CM	4	Howard Ellsworth 1/78	George F. Snell 57	Helen Lee	....	George Kershner	Fred Scott	....	717 265-2696
Trafford b	MC	4	John L. McKinney 1/77	....	Mary Ann Bitzer	Jerry C. Marchitello	Alfred Cavalancia	James J. Mastroianni	....	412 372-6559
Tredyffrin tp*	CM	23	....	Norman Mawby 64	....	....	Frank D. Kelley	Robert C. Gilroy	Louis A. Dambrosia	215 644-3221
Turtle Creek b	MC	8	David L. Harper	Joseph Calligaro	Alberta Pavlik	Joe Pantalone	Jack Quinlan	Regis J. Driscoll	Robert Sarver	412 823-1200
Tyrone b	MC	7	Ronald N. Thomas 12/79	....	Raymond B. Irvin, Jr.	....	Robert M. Wilson	....	....	814 684-1140
Union City b	MC	4	Frank E. Hakel 12/77	....	....	David Hoffman	John F. Shreve	Paul Behan	Harold Maynard	814 438-2331
Uniontown	CO	16	Eugene E. Fike	....	A. W. Bendik	John J. Fisher	Smith F. Nabors	Andrew Zawelensky	James P. Stewart	412 438-9210
Upland b	MC	4	Raymond Ruditys 12/77	Donald Schwolow 74	....	....	Edward McClintock	Morris Albany,Jr.	....	215 876-8251
Upper Allen tp*	CM	7	....	George R. Easton 70	....	....	Richard Bear	Clyde R. King	....	717 766-0756
Upper Darby tp	CO	96	Joseph Salvucci, Jr.	....	Leon Larosa	Martin Kerns	Robert Eckman, Sr.	....	Joseph W. Vasturia-4	215 752-4100
Upper Merion tp*	CM	24	William M. Smith	Robert W. Geerdes 64	....	William R. Kelser	Rankin Taylor	Clement G. Reedel	....	215 265-2600
Upper Moreland tp	CM	25	Stewart J. Greenleaf 1/76	Margaret S. Pearson	Margaret S. Pearson	Margaret S. Pearson	John Tarman	Edward O. Stauch	Joseph Ceneviva-5	215 659-3100
Upper Providence tp*	CM	6	John Ehnot 1/78	S. J. Harris, Jr. 74	Carolyn Sell	S. J. Harris, Jr.-3	....	Edmund Fenyus	....	215 933-9179
Upper St. Clair tp*	CM	15	....	C. James Parks 73	C. James Parks	....	Robert Sabo	....	....	412 835-4012

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
PENNSYLVANIA (479) continued										
Vandergrift b	MC	8	Richard J. Hunger 1/77	. . . .	Harold R. Ferrier	. . . .	. . . .	Guido DePaul	. . . .	412 567-7865
Verona b	MC	4	(not reporting)							412 828-6034
Versailles b	MC	3	(not reporting)							412 751-3922
Warminster tp	CO	35	. . . .	Joseph R. Lingo	. . . .	J. R. Lingo	John V. Armstrong	Paul J. Brennan	Joshua Beatty	215 672-1400
Warren b*	CM	13	Wayne Painter	F. J. Strange 69	F. J. Strange	R. W. Steber	W. Main	B. L. Winegardner	J. Reier	814 723-6300
Warrington tp*	CM	2	(not reporting)							717 432-9814
Washington	MC	20	George H. Stewart 1/76	. . . .	Mary Gail Rankin	Paul P. Ware	Paul H. Brookman	Thomas J. Bellhy	Howard D. Wasler	412 225-6115
Watsontown b	CM	3	Oliver H. Wetten 1/78	. . . .	. . . .	. . . .	Sam Klapp	Henry F. McCarthy	. . . .	717 538-1000
Waynesboro b*	CM	10	Thomas M. Painter 1/78	Richard A. Miller 68	Richard A. Miller	Richard A. Miller	K. E. Lemmon, Sr.	Donald R. Pryor	Richard A. Miller-4	717 762-2101
Waynesburg b*	CM	5	John R. Throckmorton 1/80	Howard A. Craft 73	Mary Kay Stuchal	Howard A. Craft	Harry Patton	James V. Watson	Clarence E. Dean	412 627-8111
Weatherly b*	CM	3	Irvin D. Neifert 12/77	Beverly Knepper 71	Beverly Knepper	Beverly Knepper	Edward O'Donnell	George J. Albeck	. . . .	717 427-8640
Wellsboro b*	CM	4	John E. Harris 12/77	Robert L. Russell 74	John E. Dugan	. . . .	John E. Dugan	Harry L. Robinson	. . . .	717 724-4604
Wesleyville b†	MC	4	Norman Stone	Mary B. Ripley	Jennie Berti	Hubert Miller	Norman Edler	David Rettman	Emory Hinkler	814 899-9124
West Chester b*	CM	19	J. Herbert Chambers 1/78	Robert J. Shaw 70	Robert J. Shaw	Robert J. Shaw	Phillip Giunta	John C. Connolly	Leroy Bryant-5	215 692-7574
West Goshen tp*	CM	13	. . . .	John D. Flagg	F. K. Bicking	Frank K. Bicking	. . . .(6)	Louis H. Close	Frank J. Huber	215 696-5266
West Hazleton b	MC	6	Bernard N. Rockovich 1/78	. . . .	Regina F. Scripko	. . . .	John Grohol, Jr.	Neil S. Blasko	. . . .	717 455-3694
West Homestead b†	MC	4	John J. Dindak 1/78	. . . .	Devene Long	. . . .	Stephen Havrilla	Walter Lis	Stephen Paddick-5	412 461-1844
West Mifflin b	MC	28	Richard A. Allen 1/78	Mary L. Vamos 61	. . . .	. . . .	. . . .	Stephen F. Garsick	Aurilles Jones	412 461-5619
West Newton b	MC	4	(not reporting)							412 872-6860
West Norriton tp	CO	12	Theodore Heske 12/77	. . . .	Mrs. M. H. Crouthamel	Robert R. Davis	James D. Rich	Ralph K. Harner	Joseph G. Koegel	215 272-6235
West Pittston b	MC	7	Merle Bainbridge	Chester Newhart	. . . .	Morgan Williams	George Fessler, Jr.	Thomas Dale	Emerson Harris	717 655-5566
West Reading b*	CM	5	Edward I. Wayne 12/77	John M. Nestro 74	. . . .	. . . .	Louis Phillipine	Jack Crawford	. . . .	215 374-8273
West View b	CM	8	Richard E. Powell 1/78	Harry H. Gruener 74	Fern Herchenroether	. . . .	Ronald George	John W. Farley	Harry H. Gruener	412 931-2800
West Wyoming b	MC	4	(not reporting)							717 693-1211
West York b†	MC	5	Gerald E. Zeigler	John L. Bundy	. . . .	Donald S. Reichard	Morris K. Baker, Jr.	Ralph R. Shultz	. . . .	717 299-4321
Westmont b	MC	7	Shannon C. Hartland 1/78	. . . .	Gail Heeter	Frank T. Carney	Robert Batey	Francis Mattern	Robert A. Batey	814 255-3865
White Oak b†	MC	9	John L. Patterson 12/74	. . . .	Delore Fuehrer	. . . .	. . . .	John Salopek	Jack J. Lynch	412 672-9727
Whitehall b	MC	17	(not reporting)							412 884-0505
Whitehall tp*	CM	18	Joseph Mullins	Joseph P. Moroney	. . . .	Edward J. Galgon	William F. Balliet	Victor C. Talotta	Edward J. Hochmiller	215 437-5524
Whitemarsh tp*	CM	16	. . . .	John Plonski 74	Willard E. Hargreaves	W. E. Hargreaves	. . . .	Joseph K. Blewitt	Howard S. Wishengrad	215 825-3535
Whitpain tp§	MC	9	. . . .	Rita M. Eagan 70	Rita M. Eagan	. . . .	Max Tietjens	Earl Kelly	John W. Coyne	215 277-2400
Wilkes-Barre*	CM	59	Con Salwoski 1/75	B. J. Gallagher, 72	William G. Brace	Walter Lisman-3	Joseph Kunec	John J. Ruddick	R. E. Betzler	717 825-6401
Wilkins tp*	CM	9	Joseph J. Dombrosky 1/76	Wilmer K. Baldwin 64	Wilmer K. Baldwin	. . . .	. . . .	. . . .	. . . .	412 824-6650
Wilkinsburg b*	CM	27	John G. Wilkins 12/77	James R. Huff 73	James R. Huff	Julia M. Adam	John Griffith	Harry S. Hodgins	John J. Curry-5	412 731-3727
Williamsport	CO	38	John R. Coder 1/76	. . . .	Elda C. Pagana	James Bassett	Vincent Mancine	Maynard Patterson	. . . .	717 326-2831
Wilmerding b	MC	3	(not reporting)							412 823-0600
Wilson b	MC	8	(not reporting)							215 258-6142
Windber b	MC	6	Thomas Panetti 12/77	. . . .	. . . .	Charles Morgart	Bruce Statler	Andrew Furmanchik	. . . .	814 467-9014
Wormleysburg b	MC	3	(not reporting)							717 238-3861
Wrightsville b	MC	3	Dean R. Harrison 12/77	. . . .	. . . .	. . . .	Edward Keller	Carl Fillman	. . . .	717 252-3312
Wyoming b	MC	4	Robert H. Stroh	Joseph Chorba	Nick Lukesh	. . . .	Matt Zagursky	B. J. Gilligan, Jr.	. . . .	717 693-0291
Wyomissing b†	MC	7	E. Raymond Hendricks	Frank M. Kauffman	Edward Ott	. . . .	D.A. Bausher	Jacob L. Weber	. . . .	215 376-7481
Yardley b	MC	3	Helen H. Smith 12/77	. . . .	. . . .	. . . .	John Ziaylek	Thomas L. Carroll	. . . .	215 493-2782
Yeadon b	MC	12	Nicholas D'Alessandro 12/77	William G. Tallman 74	Betty Lou Karr	. . . .	Randy Keowan	Joseph Fletcher	Raymond Boyce	215 623-1500
York	MC	50	John D. Krout 1/78	William L. Adams 74	Miriam L. Millar	William L. Adams	Robert Little	Wayne W. Ruppert	Elmer E. Aughenbaugh	717 843-8841
Youngsville b*	CM	2	Donald E. Abraham 1/77	Geo. A. Probst 69	Leone Mack	Geo. A. Probst	Harry B. See	Richard Crull	G. A. Probst	814 563-4401
Youngwood b	MC	3	Ralph Orbin 12/77	Wm. E. Mitchell, II 73	. . . .	Wm. E. Mitchell, II	Michael Pacelli, Jr.	John Close	. . . .	412 925-2121
Zelienople b	MC	4	Wm. L. Hockenberger 11/78	Charles Jones, III	. . . .	. . . .	Robert E. Blum	Frances Johnson	. . . .	412 452-6610
RHODE ISLAND (36)										
Barrington t*	CM	18	Richard E. Curier 11/74	Robert J. Schiedler 71	Clara R. Marshall	Howard C. Blackway	John J. Cashman	Stanley Gontarz	William A. Scheibl	401 245-3103
Bristol t	TM	18	Manuel Vieira, Jr. 12/74	M. J. Balzano, Jr. 74	Orlando J. Bisbano	Reynolds G. Northup	Edward R. Borges	Frank Brown, Jr.	Adam Baron-5	401 253-5334
Burrillville t	MC	10	. . . .	. . . .	Norman Mainville	. . . .	. . . .	Donald F. Kennedy	Francis J. Minutelli	401 568-8292
Central Falls	MC	19	Francis X. Garvey 1/76	. . . .	Neal Piggott	George Cross-1,2	George F. Salisbury	Roland Mercier	Joseph Krakowski-5	401 725-3900
Charlestown t	RT	3	. . . .	. . . .	Jean M. Clarke	. . . .	Frederick J. Main	Raymond W. Richards	. . . .	401 364-7718
Coventry t*	CM	23	. . . .	Victor Bortnick 74	Monique Capwell	Albert Ritchtarik	. . . .(6)	Victor Pajak	Harvey Chattel	401 821-6400
Cranston	MC	73	(not reporting)							401 461-1000
Cumberland t†	MC	27	Edward J. Hayden	. . . .	Agnes T. Teal	Joseph F. Griffin-2	. . . .	Thomas J. O'Connor	C. E. Allen, Jr.-5	401 728-2400
East Greenwich t*	CM	10	Ernest C. Torres 11/74	Joseph F. Burke 73	Naomi R. Hutchins	Otto W. Olson, Jr.	Frederick T. Miller	Alfred E. McCall	John K. Cook-4,5	401 884-4410

East Providence*	CM	48	Martin P. Slepkow 12/74	Paul A. Flynn 72	James H. Beeley, Jr.	Charles H. O'Connell	Michael J. Fox	George Rocha	Vartges Engustian	401 434-3311
Exeter t	RT	3	(not reporting)							401 294-3891
Foster t	RT	3	John W. Kettelle 12/74	....	Margery F. Borders	Richard C. Hearn	....	Joseph W. Fricker	Fred McCormick	401 397-7771
Glocester t	RT	5	(not reporting)							401 568-2400
Hopkinton t	MC	5	....	....	Lawrence W. Kenyon	J. David Waddington	....	Paul Kenney	Ralph L. Ahern, Jr.	401 539-2220
Jamestown t	RT	3	Albert B. Lyons 5/75	....	Rosamond A. Tefft	Herbert Craig	Arthur S. Clarke, Jr.	James G. Pemantell	Francisco Brasil	401 423-0200
Johnston t	MC	22	Ralph R. Russo 1/75	....	Lucy F. Countie	Horace Corrente	Angelo Cappelli	William P. Tocco, Jr.	Carmino Puopolo	401 351-6618
Lincoln t	MC	16	Burton Stallwood 7/75	....	David Wilkie	Claudette Paine	Earl Andrews	Thomas Stratton	Leon Blais	401 723-9161
Middletown t*	CM	30	Robert M. Silva	John F. Fitzgerald 70	Frank N. Campagna	Charles C. Roberts	Manuel C. Silvia	Donald L. Homen	John A. Silvia-5	401 847-0009
Narragansett t*	CM	7	John E. Cullen 11/74	Robert W. Killoran 74	Mrs. A. Klingensmith	Doris S. Blaney	Joseph A. Monahan	Richard A. Colvin	George R. Allaire	401 783-3334
Newport*	CM	35	H. J. Donnelly, III 11/75	B. Cowles Mallory 68	Robert A. Shea	Robert S. Guy	Wm. H. Connerton, Jr.	Jeremiah D. Sullivan	Raymond P. Garcia	401 846-9600
North Kingstown t*	CM	28	Frank R. Knight 11/74	John Mulligan 74	Lillian L. Hackett	Marion R. Paradis	Francis A. Walsh	Arthur M. Weeden, Jr.	....	401 294-3331
North Providence t	MC	24	Salvatore Mancini	....	Pauline M. Andre	Margaret Stewart	Joseph T. Morrissey	John T. Leyden	William Calabro	401 231-4711
North Smithfield t	MC	9	....	Arthur Denomme	Anne A. Mandeville	Mary L. Fagan	Charles Young	Joseph J. Freitas	George J. Wilkins, Sr	401 767-2200
Pawtucket	MC	77	Dennis M. Lynch 1/76	....	Joseph M. Hanley	William J. McCarthy	Francis J. Gallant	Joseph C. Roy	Wayne M. Stetson-5	401 728-0500
Portsmouth t	RT	13	....	John O. Thayer	Ernest Platt	Paul S. McBride	Robert C. Wilder	John T. Pierce	Joseph Carvalho	401 683-2101
Providence	MC	179	J. A. Doorley, Jr. 1/75	....	Vincent Vespia	Vincent T. Izzo	Michael F. Moise	Walter A. McQueeney	Everett Travisano	401 421-7740
Richmond t	RT	3	(not reporting)							401 539-7713
Scituate t	MC	7	George H. Norton	....	Roger D. Medbury	Robert L. Harris	....	William J. Lawton	Lloyd L. Colvin	401 647-2822
Smithfield t	RT	13	....	Raymond J. Flynn 72	Harriett S. Scott	Walter Whittingslow	Norman R. Segee	Vincent J. O'Connel	A. F. Thurber, II-5	401 231-6600
South Kingstown t*	CM	17	Walter J. Gray 6/75	John Connors, Jr. 70	Sheldon Foster	Elizabeth Cheeseman	Frank Smith	Clinton Salisbury	Alfred J. Curnow	401 789-9331
Tiverton t	RT	13	(not reporting)							401 624-4487
Warren t	TM	11	Paul J. Harvey 11/74	....	Charles H. Alfred	....	John E. Conley, Jr.	Henry E. Pratte	William J. Tavares-5	401 245-7340
Warwick	MC	84	E. J. McCaffrey, Jr. 1/75	....	James Haliwell	Ralph Tedeschi	Frank White	Edward P. Audet	Bob Knox	401 737-2211
West Warwick t	TM	24	Anthony L. Santilli 11/74	....	Mrs. M. E. Conlon	E. P. Archambault	Raoul Gareau	William Gallucci	Natale Muschiano	401 828-0020
Westerly t*†	CM	17	....	E. F. Gervasini 71	F. Soloveitzik	Mario Turco	Robert Mackey	James Gulluscio	Oscar Chapman	401 596-5950
Woonsocket	MC	47	John A. Cummings 11/75	....	Ernest R. Lafond	A. Robert Mailloux	Gerald P. Landry	Jos. G. Baillargeon	Peter P. Granieri, Jr	401 762-6400
SOUTH CAROLINA (80)										
Abbeville§	MC	6	James W. Smith 4/76	Richard A. Clark 73	Richard Edwards	....	J. T. Mabry	R. F. Johnson	D. C. Driggers	803 459-2340
Aiken*	CM	13	H. O. Weeks 11/75	Roland H. Windham 63	I. M. Hendrix	I. M. Hendrix-3	J. C. Busbee	J. C. Busbee	C. Edward Dudley-4	803 649-6441
Allendale t	MC	4	Richard E. Boyles 4/76	Samuel M. Blanton	....	....	Walter Griffin, Jr.	Charles Fennel	....	803 584-3177
Anderson*	CM	28	Darwin H. Wright 6/76	Charles B. Martin 73	C. David Shores-3	C. David Shores	Herbert Rouda	Edward J. McCown	Robert Jolly Poole-4	803 226-7403
Andrews t	MC	3	James W. Moody 5/75	....	Barbara Elliott	....	Robert H. Barrineau	Clifton Wayne Morris	James C. Elliott	803 264-8666
Bamberg t	MC	3	J. Virgil Hicks 5/77	....	J. G. Benton-3	....	W. F. Kilgus, Sr.	G. E. Schwarting, Sr.	J. B. Roberts, Sr.	803 245-2462
Barnwell	MC	4	Rodman Lemon 74	A. P. Black	Peggy S. Main	....	W. H. Dicks	E. D. Gunnells	....	803 259-3266
Batesburg t	MC	4	William A. Slover 12/77	....	Janie E. Tucker	....	Milton Shealy	Winfield Rankin	Martin D. Meetze	803 532-4322
Beaufort*	CM	9	Henry C. Chambers 5/75	....	Ms. Lynn Rogers-3	....	John H. Harriott	....	....	803 524-4171
Belton t	MC	5	W. Jones Ellison	....	Ray Mattison	W. Jones Ellison	James L. Russell	N. Dean Bannister	Bobby Burriss	803 338-7773
Bennettsville	MC	7	William C. Jennings 4/75	John J. Berry 73	Tom Walker-3	....	D. D. Knight	Eugene Copeland	J. W. Douglas	803 479-2821
Bishopville t	MC	3	H. R. Colclough 5/75	....	L. W. Green	....	E. L. Dickinson	Odell Corbett	Ronald Williams	803 484-6112
Camden*	CM	9	James L. Anderson 4/76	B. M. Paulling 59	W. A. Smyrl	W. A. Smyrl	Carl S. Hammond	W. R. Williams	A. L. Young-5	803 432-2421
Cayce*	CM	10	Stanley L. Goodwin 6/78	E. H. Heustess, Jr. 70	Nicky E. Goodwin	Nicky E. Goodwin	G. W. Dowd	Lavern Jumper	G. Carroll Moore	803 796-9020
Charleston	MC	67	J. P. Gaillard, Jr. 12/75	....	Mary R. Wrixon	J. J. Budds-2	W. E. Guthke	John F. Conroy	C. J. Poulnot, Jr.	803 722-7223
Cheraw t	MC	6	Charles R. Jackson 1/76	R. R. (Reg.) Sipe 73	W. E. Watkins	....	Leon Chestnut	....	James T. Morris	803 537-7283
Chester*	CM	7	E. H. Dawson 76	S. W. White 66	S. W. White	S. W. White	Glenn A Bickett	John C. Stone	S. W. White	803 385-2123
City View t	MC	2	(not reporting)							803 235-3358
Clemson	MC	6	K. R. Helton 12/74	....	Earl S. Liberty	Earl S. Liberty	....	Wayne Wardlaw	....	803 654-2636
Clinton t*	CM	8	Wyman Shealy 8/76	Leon P. Gilbert 73	Mary F. Pinson	Mary F. Pinson	Marvin Manley	Rufus W. King	Homer L. Martin	803 833-1350
Clover t	MC	4	C. B. Stokes	....	Edith R. Johnson	Betty R. Ferguson-3	Robert L. Norman	Lloyd C. Hopper	Mack E. McCarter-5	803 222-9494
Columbia*	CM	114	John T. Campbell 5/78	Graydon V. Olive 70	T. W. Robinson	G. C. Robinett-3	H. B. Dickert	Wm. R. Cauthen	Miles Hadley	803 765-1041
Conway t	MC	8	H. B. Huckabee	....	Dolores Beverly	Dolores Beverly	S. E. Hendrick	H. T. Barker	R. S. Winfield	803 248-9001
Darlington§	MC	7	Frank A. Wells 11/76	Cecil E. Ward 71	Josephine G. Ward	....	S. L. Beckham	N. G. Dudley, Jr.	....	803 393-5838
Denmark t	MC	4	W. E. Brooker 4/77	....	Pauline O. Jett	W. Hawley Zorn	Aaron Small	Franklin D. Gibson	H. H. Stevenson	803 793-3734
Dillon t*	CM	6	W. B. Carmichael	John M. Holpe 74	Frances Leatherman	Frances Leatherman	Earl Gaddys	Jack Carter	Dick Lane	803 774-2431
Easley	MC	11	C. E. Ellenburg, Sr.	....	Margaret M. Gibson	....	Jimmie H. Cobb	R. B. Williams	....	803 859-9362
Edgefield t	MC	3	Lawrence E. Rearden 5/76	....	Lucretia Major	....	Robert T. Reel	Kermit Ouzts	....	803 637-3935
Florence*	CM	26	C. Cooper Tedder 5/75	Douglas J. Watson 73	W. C. Snow	W. C. Snow	Kenneth L. Priest	Roger E. Poston	M. L. Love, Jr.-4	803 665-3191
Forest Acres*	CM	7	Wm. Y. Edens 6/75	Felton C. Benton 71	Felton C. Benton	....	....	Charles D. McLean	Dexter C. Martin	803 782-9444
Fort Mill t	MC	5	L. C. McFadden 1/76	Tom K. Gaither	Helen J. Dobbins	Mary C. Price	W. B. Benfield	Floyd Foss	L. R. Perry	803 547-2034
Fountain Inn t	MC	3	Paul E. Gault 1/75	....	H. E. Riggins	H. E. Riggins	T. Charles Thackston	James E. Land	Jack C. Casey	803 862-3300
Gaffney	MC	13	L. T. Hope 3/76	....	Ben L. Clary	Ben L. Clary	Charles Petty	Mack R. Jolley	Dick Crater	803 489-8115
Georgetown	MC	10	Oliver M. Higgins 1/78	....	Lenora F. Walters	Cecil W. Schneider	Odell Avant	Freddie G. Shelly	W. L. Hewitt	803 546-6151
Goose Creek	MC	4	James M. Richards 5/76	....	Janice Hulbert	....	T. R. Truelove	Philip E. Hurt	....	803 797-6220
Great Falls t	MC	3	Evans M. Vaughn 6/78	....	Donna B. Jackson	Glenn Bennett	George R. Roof	Marcus T. Ray	J. D. Gladden	803 482-2055
Greenville*	CM	61	Max M. Heller 7/75	John J. Dullea 71	J. Henry Chapman	J. Henry Chapman	J. C. Wilson	Ernest N. Norris	Joe M. Beam	803 242-1250
Greenwood*	CM	21	Thomas D. Wingard	R. T. Higginbotham 70	Edna S. McDaniel	Edna S. McDaniel	S. H. Camp	Truman Campbell	....	803 229-5682

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500'

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
SOUTH CAROLINA (80) continued										
Greer	MC	11	W. Worth Barnett 12/75	....	Wilma Gosnell	Wilma Gosnell	R. B. Colvin	David L. Belcher	Kenneth Smith-4	803 877-9061
Hampton t	MC	3	C. M. Boyles 3/76	....	Margaret D. Crews	....	Wade Freeman	H. Richard Pope	W. J. Jarrell	803 943-2951
Hartsville*	CM	8	Glenn J. Lawhon, Jr. 1/77	Roland Beck 74	Myrtle O. Luther	....	C. E. Denny	F. E. Watson	....	803 332-5512
Honea Path t	MC	4	W. K. Williams 1/76	....	Rubye DeVore	....	Ray Cox	J. L. Parham	....	803 369-2466
Isle Of Palms	MC	3	(not reporting)							803 886-6522
Johnston t	MC	3	E. Forrest Edwards 7/75	....	Winnie Mae Clark	....	A. T. Johnson, Jr.	Dan L. Arthur	....	803 275-2488
Kingstree§	MC	3	Leonard B. Burgess 12/75	S. M. Brown, Jr. 71	Betty K. Argo	S. M. Brown, Jr.	Bill Horton	J. M. Ganes	Alphonz Burgess	803 354-7484
Lake City t	MC	6	Edgar H. Whitehead	....	Margaret R. Duke	....	Walter L. Kennedy	Maxie A. Hinds	V. L. Lyerly	803 394-2326
Lancaster t*	CM	9	J. Reece Funderburk	David H. Krumwiede 71	C. H. Carr	C. H. Carr	Marvin Timmons	Bob Huey	Mack Ezzel	803 283-9991
Laurens	MC	10	J. E. Atkinson 6/78	....	James L. Brownlee	James L. Brownlee	Leon N. Davis	James M. Barrett	Sam W. Wallace	803 984-3933
Liberty t	MC	3	Carlyle C. Lewis 10/74	....	E. S. Sanders	....	Roy Parker	N. W. Bagwell	Ralph Davis	803 843-6011
McColl t	MC	3	James W. Rodgers 7/75	....	Elizabeth Guin	....	Ellis Moore	H. B. Ransom	Wade Johnson	803 523-5341
Manning t	MC	4	Pansy Ridgeway 3/78	Robert M. Brewer, Jr.	Dorothy T. Rawlinson	Robert M. Brewer Jr.	Homer B. Nash	Charles Singleton	William O. White, Jr.	803 435-2637
Marion t	MC	7	T. C. Atkinson, Jr. 7/76	H. L. Patrick, III 72	Grace A. Stephenson	Grace A. Stephenson	S. Joseph Boatwright	Charles M. Skipper	Jack Butler	803 423-5962
Mauldin t	MC	4	S. M. Forrester 6/75	....	Virginia M. Forrester	....	Joe F. Morris	T. V. Freeman	John A. Todd-5	803 288-4910
Mount Pleasant t	MC	6	G. Magrath Darby, Jr.	....	Clara W. Heyward	Clara W. Heyward	Cyrus T. Pye	Charles F. Dawley	Peter M. Dowds	803 884-8517
Mullins t	MC	6	J. L. Hardwick, Jr. 6/76	....	Brenda H. Ivey	James W. Daniel	Warren D. McBryde	Dewey Proctor	William S. Bryan-4	803 464-9583
Myrtle Beach*	CM	9	Robert J. Hirsch 12/74	Douglas N. White 74	W. C. Hedgepeth	....	Fernie E. Faulk	J. Stanley Bird	....	803 448-7512
New Ellenton t	MC	3	(not reporting)							803 652-2862
Newberry t*	CM	9	A. Shealy, Jr. 11/74	K. W. Riebe 63	Winifred Culclasure	T. P. Buzhardt	J. E. Hazel	Andrew Shealy	W. H. Nobles, Jr.-4	803 276-4193
North Augusta	MC	13	R. L. Walters 6/75	Carey F. Smith 74	A. E. Graybill	A. E. Graybill	H. E. Barber	W. E. Newman	H. G. Grice	803 279-0330
Orangeburg*	CM	13	E. O. Pendarvis 9/77	R. T. Stevenson 64	M. R. Campbell	R. T. Stevenson	Marion F. Inabinet	John Cook	J. C. Kizer-5	803 534-2525
Pendleton t	MC	3	Dexter Gossett 75	....	Joyce G. Elrod	Joyce G. Elrod	H. B. Barnette	William E. Swaney	....	803 646-3622
Pickens t	MC	3	W. Earle Findley 75	....	Betty K. McCall	....	J. C. Rampey	Oliver A. Nealy	....	803 878-6421
Port Royal t	MC	3	John J. Harter 5/75	Lowry B. Graham	Clara E Henre-3	Henry Robinson	Dan Lemieux	Bruce A. Drawdy	....	803 524-5125
Rock Hill*	CM	34	David Lyle	Max Holland 65	Arthur Roberts, Jr.	Arthur Roberts, Jr.	Crawford A. Howell	J. M. Hunsucker, Jr.	Patrick A. Brackett-5	803 328-6171
Seneca t†	MC	6	Jake P. Cromer	....	W. Bruce Gray	....	Johnny Bibb	H. P. Pat Covington	James D. Senn	803 882-8457
Simpsonville t	MC	3	R. L. Richardson 12/75	....	Sara Stewart	Lou Stiles	J. D. Stenhouse	D. B. McCartney	....	803 963-4740
Spartanburg*	CM	45	John G. Baehr 5/77	Lott T. Rogers 58	Lewis J. Epton	Henry L. Williams	Albert W. Tillotson	William T. Ivey	Richard S. Campbell	803 585-4361
Springdale t	MC	3	Leon E. Williams 12/76	....	Jacqueline Layton	Jacqueline Layton	....	J. Ryan Barber, Sr.	....	803 794-0408
Summerville t	MC	4	Berlin G. Myers 5/75	....	J. G. Jenkins, Jr.-3	J. G. Jenkins, Jr.	Rich. G. Waring, III	James M. Farmer	Roy C. Winey	803 873-4310
Sumter*	CM	24	Richard P. Moses 8/76	R. Powell Black 73	Horace B. Curtis	Horace B. Curtis	Turner A. Green	L. W. Griffin	Holmes C. Gardner-5	803 773-3371
Union	MC	11	Jas. W. Blackwood,Sr. 6/76	....	Bobbie Jean Lawson-3	....	J. W. Sullivan	M. C. Hughey	R. C. Chewning	803 427-2691
Walhalla t	MC	4	Robert E. Gaillard 12/75	....	M. G. Westmoreland	M. G. Westmoreland	Robert Dilworth	D. H. Crenshaw	....	803 638-5833
Walterboro t*	CM	6	H. Wallace Dean 6/77	Tuck McConnell 74	Mrs. V. F. Whatley-2	....	W. Harry Cone, Jr.	P. H. Carter	T. H. Hydrick, Jr.-4	803 549-5425
West Columbia	MC	8	(not reporting)							803 256-6258
Westminster t	MC	3	Edward J. Watkins 12/75	....	....	....	....	James M Phinney Jr	....	803 647-5071
Williamston t	MC	4	(not reporting)							803 847-7473
Williston t	MC	3	William E. Knotts 9/77	....	Patty Shipes	....	Clyde Porter	Joseph Schultz	Wayne Patrick	803 266-3841
Winnsboro*	CM	3	W. E. Haslett 6/75	Philip D. Burnes 70	Blanche C. Robertson	Philip D. Burnes	Thomas Wilkes	John T. Anderson	Curt Shirley	803 635-4943
Woodruff t	MC	5	Guy S. Blakely, Sr. 11/76	....	Nell B. Brown	....	Robert Granger	Gettys W. Page	Earl R. Taylor	803 476-8411
York t*†	CM	5	Melvin L. Roberts	John L. Hatchell 74	Faye R. Goodman	....	Kenneth M. Smart	Charles F. Hudson	Claude R. Mobley	803 684-4931
SOUTH DAKOTA (23)										
Aberdeen	CO	26	Jeff Solem 5/79	....	Winifred Kraft-1	Mae Zemlicka	Earl Hood	Chester Rollins	Reginald V. Keraus	605 225-4800
Belle Fourche	MC	4	Henry Hespe 5/76	....	Robert G. Haines-1,2	Robt. G. Haines-1,2	Charles Bruggeman	John Tremaine	Allen Dittman	605 892-2494
Brookings	CO	14	Orrin P. Juel 5/75	....	Boyce E. Smith-1	Boyce E. Smith-1	Curtis Jensen	Douglas Filholm	Lloyd L. Darnall-4	605 692-6281
Canton	CO	3	Dennis Lundstrom 5/78	Donald Pottratz 72	Lorraine Bulley-1,3	Lorraine Bulley-1,3	Richard Van Bockern	Darrell Nelson	Donald Ulrikson	605 987-2881
Chamberlain	CO	3	Paul V. Olson 5/75	Marvin Krebs	....	Delora Steckelberg	Chad Kopke	Alan Glanzer	Byron Fees	605 734-5521
Hot Springs	MC	4	(not reporting)							605 745-3135
Huron	CO	14	C. H. Peterson 5/75	....	A. E. Aisenbrey-1,2	A. E. Aisenbrey-1	Ellis Ross	Charles J. Geyer	Glenn Housiaux-4	605 352-6791
Lead	CO	5	Harold Ludeman 5/77	....	Dale R. Erickson	Dorothy Keil	Wayne Harford	Walter Taylor	....	605 584-2416
Madison†	CO	6	Robert O. Olson 5/77	....	Matthew O'Loughlen-1	....	Kenneth Millard	N. J. McGillivray	....	605 256-4586
Midland t	MC	4	George Stroppel	....	Lynda Anderson	Helen Merkle	Kandus Woitte	Russel Routier	....	605 859-2827
Mitchell	MC	13	Robert Phillips 5/76	....	Margaret E. Gales	....	....	Lawrence E. Addy	....	605 996-2142
Mobridge	MC	5	Leroy C. Marin	....	Darlene Zahn-1	....	Robert Horn	James A. Spiry	....	605 845-3509
Pierre	CO	10	Clint Gregory 5/75	....	J. W. Ihli-1	J. W. Ihli-1	Louis Harding	Donald Kelm	David Padgett-4	605 224-5876
Rapid City	MC	44	Donald V. Barnett 5/75	Donald V. Barnett	W. D. Richmond-2	W. D. Richmond-2	Ken Johnson	Rae Neal	Bill Abernathy-4	605 348-0100
Redfield	MC	3	A. B. Gilbertson	...	A. A. Conrade-1	G. H. Coulter	Dale Marlow	Leo Kimlicka	....	605 472-1220

Sioux Falls	CO	72	Rick W. Knobe 5/79	. . . .	Manfred Szameit-1	Manfred Szameit-1	B. B. Sheldon	Merlyn W. Sorensen	R. N. Jorgenson-4	605 339-7224
Sisseton*	CM	3	Arthur Johnson 6/75	Charles F Klopp Jr 72	. . . .	Chas F Klopp Jr-1	. . . .	Robert J Aiken	. . . .	605 698-3391
Spearfish	MC	5	Donald E. Young 5/76	. . . .	. . . .	Larry Karns	Don DeBerg	Clayton Pummel	. . . .	605 642-2666
Sturgis	MC	5	Francis Langin 5/75	. . . .	Lucille Homan-1	Lucille Homan-1	Lloyd Erickson	Russell Hilton	. . . .	605 347-2573
Vermillion*	CM	9	Charles L. Amant 5/76	Carl D. Weinaug 74	Ida M. Millette-1	Carl D. Weinaug	Melvin Stiegelmeyer	Merle L. Offerdahl	Joseph W. Gillen-4	605 624-2668
Watertown	MC	13	Mary E. Moisan 5/76	. . . .	Lauretta Hoff	Lauretta Hoff	John Jack Hoy	Alvin Freesemann	Darrell Frankson	605 886-4057
Winner	MC	4	(not reporting)							605 842-3324
Yankton*	CM	12	L. L. Means 5/75	Rufus L. Nye 69	Jerald Knodel	Jerald Knodel	Patrick C. Smith	. . . .	Gene Hoag	605 665-4501
TENNESSEE (130)										
Adair t*†	CM	..	M. R. Williams 11/74	. . . .	Mrs. Vanden Griffin	. . . .	. . . .	. . . .	. . . .	901 424-3440
Adams t*	CM	..	John W. Strange 75	Linda Caroland 72	Linda A. Caroland	. . . .	. . . .	. . . .	. . . .	615 384-7971
Alamo t	MC	2	Ray Worrell 5/75	. . . .	Frances Carlton-1	. . . .	James Reasons	Ray Jones	Notre Gene Brown-5	901 696-2506
Alcoa*	CM	8	Andrew Knox 6/75	Wm. Gary Head 72	Wm. A. Pratt	Wm. A. Pratt	Clarence Story	Harry Hammontree	David Switzer-4	615 982-4190
Athens*	CM	12	Basil W. Turbyfill 6/75	M. G. Isbell 69	M. Hickman	Eunice Buttram	W. Knox	Wendall V. Davis	Gus Bagley	615 745-3140
Atwood t*	CM	1	Edward Glover 9/75	. . . .	James Marshall	. . . .	James Griffin	. . . .	. . . .	901 662-3251
Beersheba Springs t*	CM	1	Homer Knight 8/75	. . . .	Lonnie Whitman	. . . .	Thompson Crowe	. . . .	G. W. McGee	615 692-3466
Belle Meade*	CM	3	Sam D. Bell, Sr. 12/74	C. H. Eskew 73	. . . .	. . . .	. . . .	Tom E. Williams	. . . .	615 297-6041
Berry Hill*†	CM	2	Clarence Watson	Howell Townes 72	Mrs. Artie Blanke	Howell Townes	. . . .	Robt. Hill	. . . .	615 297-3242
Bolivar t	MC	7	Harlan W. Thomas 5/77	Fred F. Kessler 72	Fred F. Kessler-3	Fred F. Kessler	Joe Shearin	Harold Armstrong	. . . .	901 658-2020
Brentwood*	CO	7	Raymond L. Weiland 6/75	Finn Moffett 74	. . . .	. . . .	. . . .	Howard Buttrey	. . . .	615 833-9528
Bristol*†	CM	20	Earl C. MacCormac 7/75	. . . .	Nancy June Sparger	Nancy June Sparger	Ray S. Wilson	Mack A. Godsey	F. Earl Beaudry, Jr.	615 764-1833
Brownsville t	CO	7	Jos. G. Taylor	. . . .	Wm. Jerry Taylor-2	. . . .	Ed. Davis	D. C. Bull	Jimmy Halbrook	901 772-1212
Camden t*	CM	3	Ray Smith 6/77	Jane MacLeod	. . . .	. . . .	Tom Bordonaro	Aubrey Pafford	. . . .	901 584-4656
Centerville t	MC	3	W. W. Bogle 10/74	. . . .	Billie Jones	. . . .	W. W. Bogle	Fletcher Fitzgerald	. . . .	615 729-3721
Charleston t*	CM	1	Orval A. Crawley 76	Claude E. Shell 71	Elizabeth Bolen	. . . .	David Thompson	Ray E. Murray	. . . .	615 336-3788
Chattanooga	CO	119	Robert Kirk Walker 4/75	. . . .	W. H. Zachry-1	W. H. Zachry-1	Harry Jett	Jerry Pitts	Charles A. Rose	615 757-5011
Church Hill t	MC	3	(not reporting)							615 357-6161
Clarksville	MC	32	(not reporting)							615 645-2306
Cleveland	CO	21	Harry L. Dethero 5/79	. . . .	Martin B. Evans, Jr.	Max R. Carroll	Wm. V. Ragsdale	Bernard Snyder	. . . .	615 472-4551
Clifton City t*	CM	1	Billy G. Beckham 8/74	John Anderson	Omie L. White	. . . .	Glenn Prater	Howard D. Buie	. . . .	615 676-3370
Clinton t	MC	5	C. B. Armstrong 12/75	C. G. Seivers	Patsy A. Meredith	C. G. Seivers	Fred R. Cox	Jack E. Owens	Oliver E. Herrell	615 457-0424
Coalmont t	MC	1	(not reporting)							. . . .
Collegedale*	CM	3	Fred Fuller 77	Douglas E. Keller 73	Gladys Mather	Gladys Mather	Eddie Avant	Douglas E. Keller	Walter S. Alter	615 396-3116
Collierville t	MC	4	A. G. Neville, Jr. 5/75	. . . .	Frances P. Holt	. . . .	H. F. Kelsey, Jr.	M. R. Ferguson	Clarence House	901 853-8501
Collinwood*	CM	1	James Dicus 7/75	Melvin Bratton 73	Willodean Hill	Willodean Hill	Earl Heard	Oscar Broome	Melvin Bratton	615 724-9227
Columbia*	CM	21	J. A. Morgan 12/77	Barrett H. Jones 71	Betty R. Modrall	Betty R. Modrall	Robert L. Maddux	L. H. Harris, Jr.	Michael G. Stone	615 388-5432
Cookeville t*	CM	14	Robert H. Poteet 6/76	Bethel Newport 68	Walter Fitzpatrick	Steve Ragland	Frank Moss	William Bilyeu	William Ogletree-4	615 526-9591
Covington t	MC	6	J. C. Witherington 4/75	. . . .	Jere H. Hadley	. . . .	Thomas Shoaf	Ronald J. Gagnon	Tom Fullerton	901 476-2523
Crossville*	CM	5	John Dooley 1/75	Grady E. Taylor 73	Dorine Hatler	Grady E. Taylor-2	Thomas Girdley	Harley Garrison	. . . .	615 484-5113
Dayton*†	CM	4	. . . .	Clyde Roddy 68	. . . .	. . . .	. . . .	. . . .	. . . .	615 775-1817
Dickson t	MC	6	Geo. Slayden Weaver 10/75	. . . .	Peggy Mason	. . . .	William Smith	John Baggett	Forrest White	615 446-2116
Ducktown*	CM	1	Gerald L. Hughes 12/75	Edsel Deal 74	. . . .	. . . .	Hoyt Presswood	James Styles	Danny Brown-5	615 496-7822
Dyer t	MC	3	David Robinson 6/75	. . . .	James E. Bell	James E. Bell	Jimmy Davis	T. C. Karnes	Howard Baker	901 692-3431
Dyersburg	MC	15	D. W. Lanier 1/76	. . . .	Van Williams	W. C. Moore	Jim Canfield	Bobby Williamson	C. W. Creekbaum-4	901 285-2642
East Ridge t	CO	22	G. W. White 4/75	Gene Drakeford	Headrick Witt	G. W. White	Ralph Pendergrass	Glenn Broyles	Dan L. Haley	615 867-7711
Elizabethton*	CM	12	Dean Perry 9/75	Robert P. Asbury, Jr. 70	Teresa Hambrick	Jasper Williams-3	Dennis Younce	W. A. Toncray	James A. Clear, Jr.	615 543-3551
Erwin t	MC	5	James E. Peterson 6/75	Joe E. Frazier 74	Joe E. Frazier	Joe E. Frazier	Clyde Griffith	Leonard Guinn	F. P. Phillips	615 743-4011
Etowah t	MC	4	J. O. Shugart 12/74	Dan Ivins 74	Adele H. Lattimore	J. Claude Blair	Johnny Witt	Clyde T. Dale	. . . .	615 263-2102
Fairview*	CM	2	W. Waine Mangrum 8/75	R. T. Mangrum 71	Kathleen Daugherty	R. T. Mangrum	Stanley Tidwell	Percy Buttrey	. . . .	615 799-2431
Fayetteville t	MC	7	S. J. King	. . . .	Terry L. Bedwell	. . . .	Bennie Crumbley	T. C. Counts	. . . .	615 433-6154
Forest Hills*	CM	3	Robt. H. Chilton, Jr.	Julia E. Baker 70	Julia E. Baker	. . . .	. . . .	. . . .	. . . .	615 383-8447
Franklin t	MC	9	Ed Woodard 11/75	. . . .	R. M. Liggett	. . . .	John L. Smith	Morgan Hood	. . . .	615 794-4572
Gallatin	MC	13	Fred A. Kelly 12/77	. . . .	W. T. Donoho	Glen Hayes	J. A. St. Charles	James Brazier	John M. Franklin	615 452-4683
Gatlinburg*	CM	2	W. L. Mills 6/75	Joe Ward Booth 73	Margaret Long	L. Teaster	Clell Ogle	. . . .	Clarence B. Walker	615 436-7803
Germantown	MC	3	W. A. Nance	Jack J. Goode	Jack J. Goode	. . . .	Philip P. McCall	Joe S. Gagliano	Hugh S. Ford	901 754-7226
Goodlettsville*	CM	5	H. S. Moss	Q. C. Fryer 73	. . . .	Virginia Wright	John B. Hunnicutt	John B. Hunnicutt	Claude B. Garrison	615 859-3405
Greeneville t	MC	14	G. Thomas Love	. . . .	Thomas S. Leonard	Thomas S. Leonard	Clyde Inscore	Hugh A. Wells	. . . .	615 638-3138
Harriman	MC	9	(not reporting)							615 882-9414
Henderson	MC	4	Thomas G. Morgan, Jr. 10/76	. . . .	Lyman D. Cook	Lyman D. Cook	Gene A. Maness	Loyse H. Connor	. . . .	901 989-4628
Hendersonville*	CM	..	A. Charles Kimbrough 8/77	Louis W. Oliver, III 73	James A. Caldwell	James A. Caldwell	Carl H. Moore	Walter G. Toon	John G. Genung-4	615 824-2818
Hohenwald	MC	3	(not reporting)							615 796-2231
Humboldt	MC	10	Tom McCaslin 1/76	. . . .	. . . .	. . . .	Wayne L. Day	Raymond Kolwyck	. . . .	901 784-2511
Huntingdon t	MC	4	Lee H. Chance 3/76	Bill F. Rosson 74	Betty Clement	Bill F. Rosson-3	J. A. Pendergrass	A. J. Taylor	. . . .	901 986-5211
Iron City*†	CM	1	. . . .	Buford Moore 70	. . . .	. . . .	. . . .	. . . .	. . . .	615 845-4520
Jackson	CO	40	Bob Conger 6/75	Bob Conger 71	John L. Spain	Bob Conger	Arnold Rampley	Harvey Marcom	R. E. Bailey	901 424-3440
Jefferson City t	MC	5	Everett Moyers 6/75	P. L. Russel 73	. . . .	. . . .	Robert Kinder	Ray Johnson	Robert Loveday	615 475-4363

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
TENNESSEE (130) continued										
Johnson City*	CM	34	Kyle E. Chinouth 5/75	William V. Ricker 71	William C. Spain	William C. Spain	Clarence H. Eades	Tom Helton	George H. Maxwell	615 926-3141
Kingsport*	CM	32	Richard E. Bevington 7/75	C. K. Marsh 59	E. L. Shelor-2	E. L. Shelor	C. M. Kenner	E. L. Dykes	Joseph M. Livesay	615 245-5131
Kingston t*	CM	4	James M. Henry 6/77	William D. Scalf 72	Lucille Hamill	William D. Scalf	Maynard Stout	Gillis Narramore	William D. Scalf	615 376-6584
Knoxville	MC	175	Kyle C. Testerman 12/75	. . . .	Guy L. Smith IV	Gilbert V. White	Howard Shofner	Joe C. Fowler	Norman E. Helinske	615 523-2151
La Follette†	MC	7	James P. Freeman	. . . .	O. E. Mitchell	Ike Peters	Otney Wilson	Howard Gaylor	M. H. Scott	615 562-3731
Lafayette	MC	3	Page Durham 5/76	Ruby Flowers 74	Opal Johnson	. . . .	F. O. Harris	Norman Farley	Guy Carter	615 666-2194
Lakewood*	CM	2	C. L. Ferrell 6/75	Nat Hammers 70	Mrs. C. T. Wooden	E. R. Corley	. . . .	. . . .	. . . .	615 847-3711
Lawrenceburg	MC	9	Ivan Johnston 6/75	. . . .	Charles T. Brown	Billy Ray Helton	Coyce Beecham	Odis Stewart	Roy Powell-5	615 762-4459
Lebanon	MC	12	Jack Lowery 1/78	. . . .	. . . .	R. B. McConnell	. . . .	Stanley Newsome	. . . .	615 444-6300
Lenoir City	MC	5	Joe D. Grayson 12/74	. . . .	H. C. Foster	. . . .	Ed Summitt	Wayne Chambers	Don Kelley-5	615 986-2715
Lewisburg t*	CM	7	John E. Derryberry 5/75	Erby L. Massey 73	. . . .	A. C. Sweeney, Jr.	. . . .	William J. Thomason	Ralph Keown	615 359-1544
Lexington	MC	5	Bobby Joe Osborne	David Hopper	. . . .	. . . .	Wyatt Threadgill	Clifton Grissom	Jerrel D. Jones	901 968-6657
Livingston t	MC	3	B. L. Parsons 8/76	. . . .	. . . .	. . . .	Donald White	John T. Poindexter	. . . .	615 823-1269
Lobelville*	CM	1	Bill Sharp 9/77	Mary Sam Denton 73	Carla Marshall	Rodney Carmical	. . . .	. . . .	. . . .	615 593-2640
Loudon t§	MC	4	Eugene Lambert 6/75	Gary H. Hensley 71	Virginia L. Burnette	Virginia L. Burnette	Charles Jones, Jr.	John R. Lennex	Ray Lovin	615 458-2202
McKenzie	MC	5	(not reporting)							901 352-2264
McMinnville t	MC	11	Franklin P. Blue 12/75	Lynwood Smith 72	Sarah Patton	Aid Lancaster	Winford George	Ralph Griffith	E. C. Brock	615 473-2452
Madisonville t	MC	3	(not reporting)							615 442-4761
Manchester	MC	6	Clyde V. Myers 6/75	. . . .	Mrs. Phillip Moffitt	Mrs. Phillip Moffitt	W. Duke	Jack Robertson	. . . .	615 728-4652
Martin	MC	8	Tom D. Copeland 7/76	Robert N. Glasgow 74	Allene Garner	Robert N. Glasgow	N. B. Williams	Robert Benningfield	. . . .	901 587-3126
Maryville*	CM	14	Stanley B. Shields 9/75	Don E. Peterson 73	Allan T. Bright	Allan T. Bright	Glenn H. Thomas	John R. Bluford	Herman E. Best	615 983-4012
Maynardville*	CM	1	Ronnie Irick 6/76	Ernest M. Bowman 66	Clifford Stiner	. . . .	Bill Wills	William F. Breeding	. . . .	615 992-5414
Memphis	MC	624	Wyeth Chandler 1/75	Clay W. Huddleston 72	George Supensky-2	George Supensky-2	Larry Williams	W. O. Crumby	Frank P. Palumbo-4	901 528-3131
Milan t	MC	7	Rogers Pickard	. . . .	Marilyn Marshall	. . . .	Wallace Denton	James Bratton	. . . .	901 686-3301
Millington t	MC	21	Thomas F. Hall 12/76	. . . .	Mrs. L. Uffelman	Mrs. L. Uffelman	Gordon Armour	Anthony Dingman	Jack Huffman-5	901 872-2211
Morristown*	CM	20	Charles A. Z. Buda 5/75	R. D. Schweitzer 72	James B. Gratz	R. D. Schweitzer	Earl H. Kelly	Joe D. Long	Carl Gilbert	615 586-5554
Mount Carmel t†	MC	3	Thomas E. Dean, Jr.	. . . .	Joyce Cradic	Joe Armstrong	. . . .	Lyle Parker	. . . .	615 357-6161
Mount Pleasant t*	CM	4	Jack L Lightfoot 7/75	O. W. Thomas 69	Edith E Spencer	. . . .	W. A. Cummins	J. D. Runions	William B Ralston	615 379-3201
Murfreesboro*	CM	26	W. H. Westbrooks 5/78	E. C. Fite, Jr. 63	John Barber	John Barber	Bobby J. Swann	W. I. Chambliss	Jack Jones	615 893-5210
Nashville-Davidson	MC	448	Beverly Briley 9/75	. . . .	Ruth Judd	Joe E. Torrence	William Ackerman	Joe Casey	William D. Lamb-4	615 747-4011
Newport t†	MC	7	Fred M. Valentine, Jr	Gene Layman	Gene Layman	. . . .	Roger Butler	Don Meredith	James Franks	615 623-8777
Norris*	CM	1	Douglas S. Boardman 1/75	Linden L. Gill 72	. . . .	. . . .	Curtis Lane	James Sawyer	William M. Pointer-5	615 494-7645
Oak Hill*	CM	5	Paul C Simpson 6/76	Neal O. Jones 70	. . . .	. . . .	. . . .	. . . .	. . . .	615 297-6153
Oak Ridge*	CM	28	A. K. Bissell 6/75	. . . .	. . . .	William N. Haddock	Ralph McMahan	Robert G. Smith	O. K. Rickman	615 483-5671
Oliver Springs t	MC	3	Ernest F. Phillips 6/75	. . . .	Raymond Vann	Lorena Abston	Emmett Hall	H. C. Johnson	. . . .	615 435-7274
Oneida t	MC	3	Robert L. Carson 11/75	. . . .	. . . .	. . . .	. . . .	. . . .	. . . .	615 569-4295
Paris*	CM	10	W. J. Neese 3/75	P. Stephen Sturgell 73	Mark L. Johnson	Mark L. Johnson	John C. McClure	William C. Nichols	Richard Collins	901 642-1212
Pigeon Forge t*	CM	1	George A. Worsham 6/75	T. C. Runion	Mable O. Ellis	. . . .	Lloyd Suttles	Arlie Ogle	. . . .	615 453-9061
Portland t	MC	3	Fred J. White 5/75	. . . .	Mrs. Paul Keen	O. M. Moore	Clyde Woodall	Charlie Sullivan	D. M. Briley	615 325-4424
Pulaski	MC	7	Stacey A. Garner 1/78	. . . .	R. A. Abernathy	R. A. Abernathy	Rufus Britton	Stanley Newton	Brown Harwell-5	615 363-2516
Ramer*	CM	..	Emmett C. Taylor 6/78	Lessie Wallace 74	. . . .	. . . .	Cletus Carter	Billy Jackson	. . . .	901 645-3241
Red Bank*	CM	13	Thomas H. Collins 1/75	Virgil Adams 73	. . . .	Lowell H. Bishop	Paul McMahan	W. H. Henry	W. C. McClure	615 877-1103
Ripley t	MC	5	Rozelle Criner 4/76	. . . .	Verble M. Mueller	. . . .	John Kennedy	Robert P. White	Leon Hargett	901 635-1515
Rockwood	CO	5	(not reporting)							615 354-0163
Rogersville t	MC	4	Charles A. Dennis 6/75	Lanny J. Reeves 73	. . . .	Lanny J. Reeves	Noah Britton Jr.	Dennis Hurd	Claude Peeks	615 456-7555
Rutledge t*	CM	1	Kermit Lowe 5/75	. . . .	Jeannie Hopper	. . . .	. . . .	. . . .	. . . .	615 828-4513
St. Joseph*	CM	1	O. B. Roberson 11/74	Marvin McDonald 72	John D. Jackson-3	. . . .	Walter Shelton	Jerry Rooker	. . . .	615 845-4141
Samburg t*	CM	..	Lloyd Hayes 9/77	Marvin Hayes 62	Lloyd Hayes	. . . .	Leonard McTurner	John F. Cochran	. . . .	. . . .
Savannah t*	CM	6	Billy Qualls 5/75	Charles R. Johnson 68	Doris Hudson	. . . .	Al Ashe	Donald B. Cannon	. . . .	901 925-4989
Selmer t	MC	3	Billy J. Glover 11/75	Ann Henderson	. . . .	. . . .	L. G. Wilkes	Winfred Browder	. . . .	901 645-3241
Sevierville§	MC	3	J. Cliff Davis 5/75	Hulet M. Chaney 74	Hulet M. Chaney	. . . .	James Atchley	Bill J. Tyson	Lewis J. Lightner	615 453-5504
Shelbyville t*†	CM	12	. . . .	Don J. Rice 70	. . . .	. . . .	. . . .	. . . .	. . . .	615 684-2691
Signal Mountain t	MC	5	Alfred E. Smith 5/75	Lovell J. Morris, Jr.	L. J. Morris, Jr.	L. J. Morris, Jr.	Arthur Sharp	James Neal	George Boofer-4,5	615 886-2177
Smithville t	MC	3	Edward Frazier 2/76	Cecil R. Burger	Mary A. Gassaway	Edward Frazier	Charley Lockhart	James N. Cantrell	Cecil R. Burger	615 597-4745
Smyrna t	MC	6	Sam Ridley 11/78	Knox Ridley 74	Michael Woods	. . . .	Jack Towns	William E. Jacobs	. . . .	615 459-2553
Soddy-Daisy*	CM	8	Charles E. Elliott 6/75	Paul E. Parrott 72	Judy Weese	. . . .	Wayne Daniel	Howard Van Shutters	. . . .	615 843-5323
South Fulton*	CM	3	K. M. Winston 9/76	Charles E. Reams 73	Elizabeth Liliker	Elizabeth Liliker	Kenneth Hutchens	Cleo McClanahan, Jr.	Paul D. Harris	901 479-2151
South Pittsburg	MC	4	(not reporting)							615 837-8282
Sparta t	MC	5	Herman Cowden 4/75	John L. Jett	John L. Jett	John L. Jett	Oscar Bennett	James A. Scott	Herbert Hutchings	615 836-3535

Spring City t*	CM	2	Gerald P. Henley 8/77	C. A. Willingham 74	....	....	Ray Lyons	Edgar Brady	....	615 365-6441
Springfield	CO	10	J. Travis Price 7/75	....	Stites B. Carneal	....	David Greer	James Johnson	Richard Roark	615 384-4220
Sweetwater	MC	4	(not reporting)							615 337-6151
Tennessee Ridge t*	CM	1	....	Eddie Sykes 70	....	....	....	....	....	615 721-3385
Trenton	MC	4	Leo Maness	....	Evelyn Harwood	....	Travis Phillips	O. B. Campbell	William L. Chapman	901 855-2013
Tullahoma	MC	15	G. S. Vibbert, Jr. 8/76	....	Patricia H. Williams	P. H. Williams-3	C. B. Watkins	Jack Welch	Auburn Painter-5	615 455-2648
Tusculum*†	CM	1	....	A. B. Gilland 70	....	....	....	....	....	615 638-4191
Union City*	CM	12	Darrell Gore 11/76	W. David Frizzell 61	Mildred Roberts-2	....	Max Morris	Charles Pendergrass	Claude Yarbrough, Jr.	901 885-1341
Watauga*	CM	..	Robert H. Carr 4/76	Frederick K. Farr 73	Mary Smalling	Bruce F. Holly	Dale Smalling	....	....	615 928-3490
Waverly t.	MC	4	(not reporting)							615 296-2101
Waynesboro*	CM	2	William W. Askins 3/76	Howard Riley 72	....	Flora E. Lacher	Harold Edwards	Robert O. Vencion	....	615 722-5458
Whitwell*	CM	2	William Shull 11/74	Rob R. Schmid 73	Isabelle Condra	....	Charles Condra	Bob Raines	....	615 658-5210
Winchester t	MC	5	Herman A. Hinshaw 8/75	....	Sam M. Hall	....	Bobby Scharber	Ray Commers	Gerald Lacook	615 967-2532
Yorkville t	MC	..	(not reporting)							901 643-6110
TEXAS (361)										
Abernathy*	CM	3	J. Pete Thompson 4/75	Glen R. Metcalf 72	Otelia Clement	....	Ed Crow	Frank Russell	Nathan Hopson	806 298-2545
Abilene*	CM	90	J. C. Hunter, Jr. 4/75	Fred C. Sandlin 74	Ruth Hodgin	Fred C. Sandlin	D. C. Musick	Warren Dodson	Jerry Smith	915 673-3781
Alamo	CO	4	Jimmie Gray 4/75	....	Dora Kmolton	....	....	Jose Cortez	....	512 787-1063
Alamo Heights	MC	7	Lukin Gilliland 3/75	....	Henry H. Barrow-2	Henry H. Barrow-2	R. E. Poirier	L. W. Hoyt	K. N. Ports-4,5	512 822-3331
Alice*	CM	20	Joe Ramirez 4/75	Frank A. Reed 69	Anna Herrera	Roel G. Valadez	Carl Melter	Oscar Lopez	G. R. Garza	512 664-5468
Alpine t	MC	6	Dorthy L. McBride 75	Bob Stevens 73	....	Larry Pippen	....	....	Tom Dignon	915 837-3301
Alvin*	CM	11	Allen Gray 4/75	W. E. Routh 68	Wynette Stoner	Bill Thompson	Wesley Eernisse	Chester Fincher	....	713 585-3351
Amarillo*	CM	127	L. Ray Vahue 4/75	John S. Stiff 63	Inez Hutchins	J. C. Lilly	Curtis V. Richards	Paul Hulsey	Pat Christal	806 372-4211
Andrews*	CM	9	Louis T. Miller 4/77	Len L. Wilson 67	Marcella R. Cure	Marcella R. Cure-2	G. H. Smyers	R. W. Tipton	Joel Locke	915 523-4820
Angleton*	CM	10	W. Ligon Foster	W. Dale Grantham 73	Ruth Hertel	W. Dale Grantham	A. L. Kelley	Derwood Kennedy	....	713 849-4361
Anson	CM	3	Herman Reeves 4/76	V. E. Spurgin, Jr. 64	V. E. Spurgin Jr.	V. E. Spurgin Jr.	A. R. Medley	A. C. Middleton	Charles H. Caldwell	915 823-2172
Aransas Pass*	CM	6	J. M. Ahaway	Albert A. Holguin 74	Ruth H. Rolls	Albert A. Holguin	Pete Martinez	Felix N. Turnbough	Leon Alvarado	512 758-5301
Arlington*	CM	91	Tom J. Vandergriff 4/75	Ross B. Calhoun 73	Mrs. Bobbye Ray	Keith E. Reed	Pat Martin	Herman Perry	Kurt F. Schnellenbach	817 275-3271
Athens*	CM	10	Claude F. Myers 4/75	James Leopard 74	Evelyn Cain	Kathy Porter	A. L. Jones	David W. Harris	....	214 675-5131
Atlanta*	CM	5	Bonny E. Roark 4/75	....	Charles A. Long	....	Joe Smith	Charles Wisdom	....	214 796-7153
Austin*	CM	252	Roy Butler	Dan H. Davidson 72	Grace Monroe	William A. Harrison	Ed Shelton Kirkham	R. A. Miles	S. R. Rountree, Jr.-5	512 477-6511
Azle	CM	4	C. Y. Rone 4/75	James Brawley 70	Cathryn Feemster	Emil Wood	Nelson Sheppard	Royal Hartwell	....	817 444-2541
Balch Springs	MC	10	Bill King 4/76	....	Marie Fator	....	Clarence Green	Don E. Young	Silas Irwin	214 286-4444
Balcones Heights	MC	3	Daniel Webster 4/76	....	Elmer C. Newman	Vernon V. LaBauve	Howard J. Wilson	James O. Revard	....	512 735-9148
Ballinger*†	CM	4	....	J. T. Isbell 63	....	....	....	....	....	915 365-2577
Bastrop	MC	3	James P. Sharp 4/76	....	Artie McLaurin	....	Carl B. Spooner	Adell N. Powell	....	512 321-2122
Bay City	MC	12	(not reporting)							713 245-5311
Baytown*	CM	44	Tom Gentry 4/75	Fritz Lanham 72	Edna Oliver	J. B. Lefevre-2	L. V. Bailey	John Wilkinson	Lyle D. Lunceford	713 422-8281
Beaumont*	CM	116	Ken Ritter 5/76	Kenneth R. Devero 73	Myrtle Corgey	Dean Ransom	C. A. Chriswell	Willie Bauer	Wilbur J. Balmer	713 838-6651
Bedford*	CM	10	L. Don Dodson 4/76	R. R. Blevins 68	Linda Neff	R. R. Blevins	E. M. Bilger, Jr.	J. B. Wallace	W. F. Harrison-5	817 283-4646
Beeville*	CM	14	John W. Galloway	Walter B. Staudt, Jr. 74	Dorothy Glowicki	Joseph Montez	C. M. Smith	W. G. McConnell	....	713 865-3136
Bellaire*	CM	19	Joe Poindexter 5/76	David H. Doty 74	Joy Moore	Burgess Pool	K. R. Smith	John Wheatley	Simmie A. Foster	713 667-8315
Bellmead*	CM	8	Roger H. Williams 4/75	B. K. West 61	Unatha Beatty	Margaret Walker-2	Roy Beatty	R. E. Kirk	Carl Anderson	817 799-2436
Belton*	CM	9	Talmage Willson 4/75	George W. Ferrell 68	Nola Kinney	R. K. Utley, Jr.	R. A. Parker	Roy Kneese	....	817 939-5851
Benbrook v*	CM	8	Robert E. Clark 4/76	Harold D. Lanham 74	Mrs. Pat Rutherford	....	Bill Trammell	B. R. Brown	Chuck Rogers	817 249-1610
Big Spring*	CM	29	Wade Choate 4/76	H. W. Nagel 71	J. Robert Massengale	J. Robert Massengale	A. D. Meador	V. L. Chisum	Eugene Lehmann	915 263-8311
Bishop t.	CO	3	Presley F. Brown 4/75	Mrs. Jo Pierce	Mrs. Jo Pierce-3	Mrs. Jo Pierce	James Bounds	....	Juan G. Puente-5	512 584-2351
Bonham*	CM	8	W. T. Moody 4/76	Dan Mize 66	Ruth Jones	....	James Ray Clark	Steve McFadden	J. C. Chapman	214 583-2157
Borger*	CM	14	C. C. Bogan, Jr. 4/76	A. C. Spears 56	Wanda Klause	James G. Layton	N. G. Leonard	Arthur Waight	....	806 273-2881
Bowie	CM	5	Terr T. Morgan 4/75	E. H. Black 65	Joan Durham	Joan Durham	A. J. Martin	Bryan Wasson	Foy Cantrell	817 872-1114
Brady	MC	6	Norman S. Lawler 5/76	James C. Feazelle	C. B. Groves	....	Howard Salter	Robert Strickland	....	915 597-2152
Breckenridge*	CM	6	W. T. Dupree 4/76	Dwain Tolle 72	Billy O. Partlow-1,2	Dwain Tolle	Roger McMullen	R. L. Whitley	Bruce Coleman	817 559-2281
Brenham	CO	9	Leslie D. Clayton 4/76	C. J. Blum	Melvin Pohlmeyer-3	....	George Korthauer	Arthur Sternberg	William R. Krueger	713 836-7911
Bridgeport	MC	4	(not reporting)							817 683-2855
Brownfield*	CM	10	Lloyd Hahn 4/76	Alva J. Geron 66	Zelma Miller	Alva J. Geron	Harold Jones	James Tippit	W. L. Daugherty	806 637-4547
Brownsville*	CM	53	Jim Mills 11/75	Warren Browning 74	Jesse W. Sloss	Raul I. Garza	Mario M. Gallegos	Andy Vega	A. W. Tobin	512 542-4391
Brownwood*	CM	17	W. T. Harlow 4/76	Harry Miller, Jr. 68	Virgil C. Gray	Virgil C. Gray	R. P. Ferguson	V. P. Fowler	Carl Miller	915 646-6056
Bryan*	CM	34	J. A. Skrivanek 4/75	J. Louis Odle 74	Joe E. Evans-2	Joe E. Evans-2	Keith D. Langford	Joe C. Ellisor	Jack Cornish	713 823-0071
Bunker Hill Village	MC	4	Norman Davis 4/75	J. B. Ray	Shirley Henning	....	Abe Lamb	J. M. Schultea	J. B. Ray	713 465-0394
Burkburnett*	CM	9	T. M. Cornelius 4/75	Gary Bean 66	Lahoma Wood	Lahoma Wood	Bill Mize	M. L. Abbott	John A. Brookman	817 569-2263
Burleson*	CM	8	Frank G. Norwood 4/76	Ronald W. Harmon 74	Jean Walker	Danny G. Simmons	Chuck Newby	Homer M. Barns	Roy Pugh	817 295-1113
Burnet t*	CM	3	O. L. Kassaw 4/75	John (Jack) Tippit 74	Grace E. Kinkead	Helen Thomas	Ken Neech	Travis L. Thomas	J. Lawson Gibbs	512 756-4858
Cameron	MC	6	Gene F. Blake 76	....	J. P. Fuller	J. P. Fuller	Monroe Bruedigan	Felipe Martinez	William G. Dase, Jr.	817 697-6646
Canadian t*	CM	2	Gilbert Dickens 4/75	Vernie Farrington 70	Pearl Teague	Vernie Farrington	Bill Hodges	....	....	806 323-6473
Canyon*	CM	8	J. Manly Bryan 4/76	George Loudder 70	....	....	Jack Jennings	Alan Stewart	....	806 655-2593
Carrizo Springs*	CM	5	Joaquin Salgado	E. W. Marlowe 70	Beth Marshall	....	Pedro Martinez, Jr.	Ben Murray	Pedro Martinez, Jr.	512 876-5125

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
TEXAS (361) continued										
Carrollton*	CM	14	Tommy Standridge 4/76	Clonis Luallen 69	Dewey Jones	Dewey Jones	F. J. Douglas	W. J. Cooper	....	214 245-1551
Carthage*†	CM	5	John S. Neal	W. D. Cariker 73	Charles Thomas	....	Brodie Akins	Carson N. Parks	....	214 693-3866
Castle Hills§	MC	5	H. P. Lundblade 4/75	A. J. Amerson 63	Georgia C. Severs	A. J. Amerson	Adolph Campa	R. K. Scheppler, Sr.	Richard D. Green	512 342-2341
Cedar Hill t	CM	3	T. W. Cannady	Chris Hadjison	Marie Vincent	....	....	....	....	214 291-4211
Center	MC	5	(not reporting)							713 748-3580
Childress*	CM	5	Glenn Buckley 4/76	Louis Sally 57	Louis Sally	Louis Sally	Guy Burton	Alvis Maddox	Preston Shoffner	817 937-3684
Cisco	CO	4	(not reporting)							817 442-2111
Clarksville*	CM	3	Maurice H. Isbell 3/76	Robert E. Moore 72	Sarah Risinger	Robert E. Moore	Bud Holley	Jim Whiteman	Bill Williams-5	214 427-3834
Cleburne*	CM	16	George W. Marti 5/76	Lloyd E. Moss 71	Frances Dilleshaw	Kent A. Moore	Lloyd McVicker	Claude Zachary	....	817 645-2457
Cleveland*†	CM	6	....	Ray Terrell 70	....	....	....	....	....	713 592-2667
Clifton	MC	3	Jim B. Smith 4/75	Ken R. Neystel 74	M. R. White	....	Geo. M. Harris	Al James	William C. Brooks-4,5	817 675-3316
Clute	CM	6	Benny Childs 4/75	Don Hutson 74	Nora Shanks	Don Hutson	Jack Earl	K. E. Spencer	Floyd Hamlet	713 265-2541
Cockrell Hill	MC	4	(not reporting)							214 339-4141
Coleman*	CM	6	Hap H. Aston 4/75	Roy McCorkle 71	Donald R. Carnes	Roy McCorkle	Pete Floyd	Weldon Brown	Fred Dodgen-5	915 625-5114
College Station*	CM	18	O. M. Holt	North Bardell 74	Florence Neelley	Florence Neelley	Douglas Landua	Marvin Byrd	L. P. Dulaney	713 846-8868
Colleyville	CM	3	John A. Andrews 5/75	....	M. Louise Ramey	....	Robert G. Bufe	Billy Joe Medlen	....	817 281-4044
Colorado City*†	CM	5	....	J. A. Sadler, Jr. 68	....	....	....	....	....	915 728-3464
Columbus t	MC	3	W. A. Kuchar 4/75	Raymond Peters	Vera Jewel Albright	Raymond G. Peters	Lucien T. LaCourse	E. V. Potter	Raymond G. Peters	713 732-2366
Comanche	MC	4	(not reporting)							915 356-2616
Commerce*	CM	10	Thomas F. Young 4/75	Morris M. Howard 74	Claude Sturgeon	Claude Sturgeon	William Dunn	Jack Booth	Robert T. Vaughn	214 886-2105
Conroe	MC	12	R. A. Deison, Jr. 4/75	E. N. Delashmutt	Mrs. E. C. French	William Mills	Glenn Gindrup	Arlie C. Ellisor	A. S. Curlee	713 756-2112
Coppell§	MC	2	Hulen A. Scott 4/75	George C. Campbell 72	Dorothy Timmons	George C. Campbell	Richard J. Lee	Tommy W. Griffin	A. P. Vanbebber-5	214 436-7558
Copperas Cove t*	CM	11	George Leonhard 4/75	John W. Carlton 66	Davie L. Maples	....	Raymond Ashcraft	Robert H. McDonald	Tommy Allison	817 547-4221
Corpus Christi*	CM	205	Jason Luby 5/75	R. Marvin Townsend 68	T. Ray Kring	Harold F. Zick	John G. Carlisle	James Avant	....	512 884-3011
Corsicana*	CM	20	Sue Youngblood	Dick Ballenger 72	Nelda J. Neal	Nelda J. Neal	C. Tieman	Don L. Massey	Dick Ballenger	214 874-4755
Cotulla	MC	3	(not reporting)							512 879-2629
Crane	CM	3	Don L. Chaney 75	L. O. Burr	Mae Dell Echols	....	Arlon T. Carrol	Wm. T. Lee	....	915 558-2212
Crockett*	CM	7	J. B. Sallas 4/75	Clive E. Dickey 65	Reba Sewall	George E. McLean	Burtis Beard	Claudie Kendrick	Clive E. Dickey	713 544-3359
Crowley	MC	3	Sterl Malone 4/75	Nancy Eller 67	Nancy Eller-2	Nancy Eller	Sam Clark	Delmer Duckworth	Wallace H. Williams	817 297-1377
Crystal City*	CM	8	Ramon Rios Mata 4/75	Esequieh Guzman 71	Teresa P. Flores	Esequieh Guzman	Marvin Morris	Antonio G. Yanas	Juan Casarez	512 374-3478
Cuero*	CM	7	Jack Edgar	....	Evelyn Barfield	Evelyn Barfield	Eldred G. Schultz	Clinton T. Wright	....	512 275-2366
Daingerfield t	CM	3	Roy A. Nail 4/76	Thomas L. Forrest 73	Patricia Barnard	Thomas L. Forrest	Bill Thorne	Wesley McIntyre	C. D. Hulen-4	214 645-3446
Dalhart*	CM	6	John O. Colquitt, Jr.	John S. Koontz 65	Elizabeth Knight	J. C. Potter	B. W. McMeen	C. L. Sanborn	John S. Koontz	806 249-5511
Dallas*	CM	844	Wes Wise 5/75	Geo. R. Schrader 73	Harold G. Shank	James Favour	M. C. Hendrix	Don Byrd	Monroe McCorkle	214 748-9711
Dayton t	CM	4	Bob Martin 75	Doy Little 73	Vera Cloud	Doy Little	W. M. Moreau	Tommy Waring	Jay Green	713 258-2642
De Soto	CM	7	Charles Harwell 4/75	Joel Larkin	Dorothy Talley	....	Murrell Porter	....	Bennie Harrison-5	214 223-6316
Decatur	MC	3	C. L. Gage	Sam Renshaw	Sam Renshaw-2	Sam Renshaw-2	Gene King	Herman Conway	James Luttrel	817 627-2741
Deer Park*	CM	13	W. E. Black 4/75	....	Dorothy S. Martin	Arthur A. Howell	Odis Chappell	Kenneth Gage	Lester Barnett	713 479-2394
Del Rio*	CM	21	A. Gutierrez, Jr. 4/76	James A. Hester 70	Richard A. Castro	James A. Hester	W. E. Zorn	J. R. Koog	Jesus Zuniga	512 775-2211
Denison*	CM	25	Jerdy Gary 4/75	David A. Harner 71	Louise Blanton	John E. Wilkins	G. L. Cravens	Paul S. Borum	James M. Terry	214 465-2720
Denton*	CM	40	Bill Neu 4/75	Jim W. White 68	Brooks Holt	William Bryant	Jack Gentry	Wayne Autrey	Jack Owen-5	817 382-9601
Denver City t	MC	4	(not reporting)							806 592-2505
Devine†	MC	3	S. R. Malone 4/75	....	Paul J. Schott	Jake McCarty	....	Reynaldo Macias	Paul J. Schott	512 663-2803
Diboll	CM	4	Clyde Thompson 75	James E. Dover	Miss Geneva Sides-2	....	Floyd Minyard	Dewey Wolf	....	713 829-5586
Dimmitt t	CO	4	E. H. Youts 5/75	E. B. Noble 52	E. B. Noble	E. B. Noble	Guy Waldrop	W. W. Jones	E. M. Jones	806 647-2155
Donna*	CM	7	Hector Casiano 4/75	Oscar Cervantes 74	Mike Lopez	Blanca Flores	Harold Seiver	Joe Garza	Eulalio Guzman	512 464-3315
Dublin	MC	3	(not reporting)							817 445-3331
Dumas§	MC	10	J. Hickman 4/75	Larry A. Smith 73	Larry A. Smith	Larry A. Smith	C. Knight	F. Hudson	Larry A. Smith	806 935-4101
Duncanville t*	CM	14	Richard L. Davidson 4/76	M. M. Harrington 74	Ann Durrwachter	M. M. Harrington	Robert S. O'Burke	D. H. McElroy	Robert B. Lee	214 298-3316
Eagle Lake*	CM	4	....	T. J. Smith 63	....	....	....	....	....	713 234-2640
Eagle Pass*	CM	15	Edward P. Rodrigues 4/76	Harold L. Hausman 74	Manuel Reyes Jr.	Luis Urbina, Jr.	Charles P. Rodrigues	Pete Rossi Jr.	Richard N. Lane	512 773-2371
Eastland*	CM	3	W. O. Verner 4/76	Lewis Tiner 61	....	....	Jack Graham	Johnnie Mooren	....	817 629-1754
Edcouch t	MC	3	J. J. Saldana 4/75	Alfedo Salinas, Jr. 74	....	Roberto Matamoros	V. E. Leggett	German Zuniga	Alfredo Salinas, Jr.	512 262-1102
Edinburg*	CM	17	Ronald A. Case 4/75	Pat D. Bradley 73	Pedro Trevino, Jr.-2	William J. Avery, Jr	E. E. Sanders	A. C. Gonzalez	Ralph Garza	512 383-5661
Edna*	CM	5	Richard E. Browning 4/75	Hugh L. Ottley 70	Beverly Curlee	....	L. A. Parks	John H. Long	....	512 657-3122
El Campo*	CM	9	Elmer E. Neumann 5/75	Danny L. Hyden 66	Robert R. Lundy	Robert R. Lundy	Charlie Orsak	W. W. Broadus	Fred Ehrhardt	713 543-5361
El Paso	MC	322	Fred Hervey 4/75	R. H. Gabel 73	W. L. Rieger, Jr.	J. R. Higdon	M. L. Coleman	Robert E. Minnie	George Dieter, Jr.	915 543-2900
Electra	CO	4	(not reporting)							....
Elgin†	MC	4	W. E. Arbuckle, Jr.	....	E. R. Lind	....	Louis Hashem	Oscar Dungan	....	512 285-4025

Elsa†	MC	4	Ciro Caceres 4/75	....	Mike R. Lopez	Mike R. Lopez	Larry Moddle	Eloy Zavala	Roel Rosa	512 262-1411
Ennis*	CM	11	W. D. Murff	Hayden E. Routh 73	Thelma Gooch	Thelma Gooch	D. D. Day	R. C. Coleman	Hayden E. Routh	214 875-2675
Euless*	CM	19	A. C. Krause 4/75	C. J. Griggs 67	Mrs. Vada Ferris	....	W. M. Sustaire	W. M. Sustaire	Gordon R. Odom	817 283-5381
Everman v	MC	5	Hugh M. Atwell 4/76	....	Ann Flories	....	J. L. Pickle	Bill J. Tuttleton	Thomas E. Knowles	817 293-0525
Falfurrias	CO	6	J. M. Skinner 4/75	Antonio S. Pena 71	Antonio Pena-3	Antonio Pena-3	Kenneth Wise	Emilio Pena	....	512 325-2420
Farmers Branch*	CM	27	George G. Grimmer 4/76	Paul M. West 69	J. W. Wade	J. W. Wade	R. L. Yager	Roger Robbins	....	214 247-3131
Floresville	CM	4	Delbert Traeger	Everett Taylor	Barbara Brown	Carl Eschenberg	Edgar Ehlers	Roy Witten	Victor Sralla	512 393-2508
Flower Mound t*	CM	2	Thomas R. Webb 4/76	....	Margaret Burns	....	Geo S. Metarelis	Geo. S. Metarelis	....	214 436-7511
Floydada t*	CM	4	Parnell Powell 3/75	Wm. Feuerbacher 61	Jimmie Lou Stewart-2	Jimmie Stewart-2	Jimmy Green	Tom Hopper	....	806 983-2834
Forest Hill v*	CM	8	Harry C. Purser 4/75	Jim W. Walker 72	Ann Marion	....	A. Duane Selman	Glenn Lightford	Don W. Burns	817 293-3695
Fort Stockton*	CM	8	Gene Cummings 4/75	Noris Sneed 68	Paul W. Yeager	Noris Sneed	John Blair	Thomas Lee	Noris Sneed	915 336-3361
Fort Worth*	CM	393	R. M. Stovall 4/75	R. N. Line 71	Roy A. Bateman-3	Morris Matson	Luther Himes	T. S. Walls	Jack Graham	817 335-7211
Fredericksburg t	CO	5	Sidney M. Henke	Walter Fuhrmann	Berniece Seipp	....	Waldemar Hannemann	Milton Jung	....	512 997-2109
Freeport*	CM	12	Tobey L. Davenport	W. M. Pennington 64	Mark Arrington	....	Martin Straub	Charles Bankston	Bill Crawford-5	713 233-3526
Friendswood*	CM	6	Ralph Lowe 4/76	James C. Morgan 72	Bobbie Henry	....	....	J. M. Wright	....	713 482-3323
Friona*	CM	3	R. L. Fleming 4/76	Arley L. Outland 61	....	....	Ralph Shirley	H. R. Denney	Clyde Fields	806 247-2761
Gainesville*	CM	14	Glenn L. Loch 4/75	Ben C. Armstrong 72	Mrs. L. Owen	Ben C. Armstrong	William Lewie	Lewis Theobald	Ross Tamplin	817 665-4323
Galena Park	MC	10	Alvin D. Baggett	....	Ruby Bryant	Ruby Bryant	W. H. Robb	W. E. Cook	James Brooks	713 672-2556
Galveston*	CM	62	R. A. Apffel 5/75	Phillip A. Lohec 74	Patsy Poole	Jack Nichols	Hugh O'Donohoe	D. K. Lack	James D. Havens	713 763-1261
Garland*	CM	81	Don Raines 4/76	C. E. Duckworth 65	Aleta Watson	David Leininger	B. G. Burkhart	Jesse Youngblood	Glen Gray	214 272-2511
Gatesville†	CM	5	Robert J. Miller	John T. Lynch, Jr.	Robert S. Fore-2	Robert S. Fore-2	Robert Earl Ashby	Mike Feary	Bill Sheets-5	817 865-5812
Georgetown*	CM	6	Joe E. Crawford 4/76	Leo Wood 69	W. L. Walden	Leo Wood	Curtis Anderson	John Shearin	Herbert Sullivan	512 863-3533
Giddings*	CM	3	Alfred W. Zoch	W. O. Keaghey 64	Lucille Walther	W. O. Keaghey	Clarence Schkade	E. Chas. Rost	W. O. Keaghey	713 542-2311
Gilmer*	CM	4	H. R. Lucas, Sr. 3/76	Fred Odom 64	Hazel Maines	Fred Odom	Bobby Whiteside	James Weeden	John Corley	214 843-2553
Gladewater*	CM	6	O. G. Johnston 4/76	John Marshall 72	Sarah Allen	John Marshall	Ronn E Gothard	Oris Morrow	Roy Perryman	214 845-2536
Gonzales*	CM	6	Fred A. Scheske, Jr. 4/76	Calvin E. Spacek 70	Douglas W. Leist	Jack L. Finch	Freeman Lewis	J. C. Parsley	Calvin E. Spacek	512 672-2815
Graham*	CM	7	M. Howard Thurmond 4/76	Doyle J. Duke 63	John K. Morgan-2	John K. Morgan-2	Hugh L. Casey	William A. Paul, Jr.	Doyle J. Duke	817 549-3322
Grand Prairie*	CM	51	William F. Bowles 4/76	Clifford A. Johnson 62	Melba Flagg	Glenn Harriss	Bobby Langford	Kennith Burr	Wendel Hulse	214 263-5221
Grapevine*	CM	7	W. D. (Bill) Tate 4/75	Floy T. Ezell 65	Kenneth Pritt	Floy T. Ezell	J. C. Greener	James Lilly	Jesse Williamson	817 488-8521
Greenville*	CM	22	Charles Sivley 4/75	James E. DeBerry 73	Irene Wilson	Olan G. Steele-1,2	Howard English	Leon Powers	Jerry Wisdom	214 455-2880
Groves*	CM	18	Sylvester Moore 11/74	B. R. Wallace 71	Robert C. Trim	B. R. Wallace	Fred McAlpine	George Walker	Harold Locke	713 962-4471
Hallettsville	MC	3	Robert A. Kubena 4/75	C. W. Patek 56	C. W. Patek	C. W. Patek	Jerome M. Haas	Charles R. Holley	T. H. Kostelnik	512 798-3681
Haltom City*	CM	28	Johnnie B. Lee 4/75	Roy L. Moffatt 63	....	June Huff-3	Bill Davis	Frank Bortmas	Bill Sharp	817 834-7341
Hamilton	CM	3	J. L. Hamilton 4/76	R. I. Kinsel 67	Angie Green	....	Melvin Pierson	L. V. Stamp	Syl Dyer	817 386-8116
Hamlin	MC	3	Joe Ford 4/76	John Steele 71	John Steele	John Steele	Ed Beanscum	Ed Wheat	Ellis West	915 576-3232
Harker Heights*	CM	4	Danny Hurd 4/75	Fred A. Coley 73	Fred A. Coley	....	Lyle Jenks	Charlie Mitchell	Fred Coley	817 699-2301
Harlingen*†	CM	34	Ralph E. Thompson	Charles E. Norwood 73	Jean Earley	Fred Booth	Elias Zamora	Guy Y. Anderson	....	512 423-4230
Haskell	MC	4	J. Belton Duncan 4/76	....	Desmond Dulaney	Desmond Dulaney	Tom Watson	Tom Paul Barnett	Marvin Collins	817 864-2333
Hearne*	CM	5	Ron Huddleston 4/75	Charles M. Mills 74	Joe R. Turner, Jr.	Charles M. Mills	E. C. Suggs	Edmond Robertson	Jim Harless	713 279-3461
Hedwig Village	MC	3	E. P. Marx 75	Donald DeHaven	Sue McKim	....	....	....	....	713 465-6009
Henderson†	MC	10	A. J. Croom	....	Carl Thomas	Carl Thomas	D. T. Lowdermilk	Joe King	....	214 657-3480
Henrietta t	MC	3	Edd Williams	....	Omah Glenn Gaddis	....	J. Don Slagle	Jim Humphrey	....	438 431-6343
Hereford*	CM	13	James H. Sears, Jr. 4/75	C. Dudley Bayne 56	Mary V. Watts	Mary V. Watts	Max L. Stipe	Caydon Brush	C. Dudley Bayne	806 364-2123
Highland Park t*	CM	10	Ashley H. Priddy 4/76	J. D. Hancock, Jr. 65	Jerry T. Bell-2	J. D. Hancock, Jr.	W. H. Gardner	W. H. Gardner	J. Harold Clary	214 561-4161
Hillsboro*	CM	7	E. J. Ray, Jr. 4/75	Joe E. Ward 70	....	....	Norman Honeycutt	Bobby Owens	E. A. Curry	817 582-3271
Hitchcock	CO	6	Luther Morgan 4/75	....	Tommye W. Santos-2,3	Tommye W. Santos	A. Terry Terrebone	Archie Phillips	James Pritchett	713 986-5591
Hondo	MC	5	....	Fritz J. Leinweber 63	Faye E. Walker	Faye E. Walker	Lester Boehne	Jim D. Mangum	Fritz J. Leinweber	512 426-3378
Hooks t	MC	3	Louie Sullivan 3/76	....	Joan Jeffus	....	Donald Schutte	Tony C. Estes	....	214 547-2222
Houston	MC	1233	Fred Hofheinz 1/76	George Strong 74	....	Henry E. Kriegel	Lester Martin	C. M. Lynn	E. B. Cape	713 222-3011
Humble	CM	3	H. E. McKay 4/75	Fred Underwood	Georgia Joachim-3	....	Lawrence C. Clark	Jack Theis	James P. Baker	713 446-3061
Hunters Creek Village	MC	4	William F. Gore 4/75	Elaine King 73	Viola S. Winkelman	Bernard S. Hruzek	Abe Lamb	Jos. M. Schultea, Sr.	Ross H. Bird	713 465-2150
Huntsville*	CM	18	Morris I. Waller 11/74	Jim H. McAlister 73	Ruth Deshaw	Jerry Kline-2	Jack King	Gail E. Burch, Sr.	Jerry Hodge	713 295-6471
Hurst*	CM	27	B. J. Hampton 4/76	Stanley A. Neuse 68	David N. Ammons	Roy L. McDaniel	L. C. Miller	Joe Watson	Clifford V. Keheley	817 281-6160
Ingleside	MC	4	Jay D. Fogg	....	Dorothy Taylor	Evelyn Dean	R. L. Cooper, Jr.	Rudy Villa	Duvane Haskin	512 776-2517
Iowa Park t	MC	6	Arch Hughes 4/76	....	George E. Trammell	....	C. E. Thompson	L. D. Jones	....	817 592-2131
Irving*	CM	97	R. Dan Matkin	Jack D. Huffman 73	Mary Gilliland	Ralph Ellis, Jr.	Lewis Williams	Leonard E. McCarley	Lewis Patrick	214 259-3771
Jacinto City	MC	10	A. J. Holder	C. R. Nash	C. R. Nash	C. R. Nash	J. O. Berry	J. E. Daniel	Donnie Strickland	713 674-8424
Jacksboro	CO	4	F. C. Heard 75	R. H. Tate	Edith Miller	....	Aaron Hull	C. M. Rumage, Jr.	....	817 567-5545
Jacksonville*	CM	10	F. A. Shinalt	James A. Marshall 70	Shine Chancellor	Shine Chancellor	Howard Martin	Archie Cook	Loys Martin	214 589-5125
Jasper*	CM	6	Marvin P. Hancock 75	Wayne DuBose 69	Robert Watts-1,2	Robert Watts-1,2	Dallas Matthews	Alton Wright	Wayne DuBose	713 384-3772
Jefferson	CO	3	Dan Lester 4/75	....	Juanita Phillips-2	....	Harold Clark	Ben Thurman	....	214 665-2432
Junction	MC	3	Frederica Wyatt 75	....	Wanda Davis	....	Murphy G. Bruns	Durwood Bradshaw	....	915 446-2622
Karnes City t	CO	3	E. J. Novosad 4/75	....	Charles R. Tiemann	....	Adolph Boelter	Dan E. Stout	Albert J. Fuchs-5	512 780-3422
Katy	MC	3	Dan Cox 4/75	....	Betty H. Murray	....	Danny Harris	Pat O. Adams	C. E. Ince, Jr.	713 371-3131
Kaufman	MC	4	Bonlyn Rabeke 4/76	Bob Moore 74	Margie Grimes	Felix Pannil	Carroll Wallace	H. L. Caggie Evans	....	214 932-2216
Kenedy	CO	4	R. C. Franklin 4/76	....	Marjorie Barber	Marjorie Barber	Eddie Lee Smart	Alfunce Jalufka	George Stokes	512 583-2230
Kennedale t	MC	3	Norman T. Childres 76	....	Evelyn I. Templeton	Paul O. Mathis	Gerald Bryan	Karl L. Halverson	Norman Burris-5	817 478-5418

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continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
TEXAS (361) continued										
Kermit*	CM	8	G. L. McGuire 4/76	W. G. Haynes 70	W. G. Haynes	W. G. Haynes	Richard Goertz	Melvin Bartley	Curtis Roberson-5	915 586-3468
Kerrville*	CM	13	Edward M. Schlieter 4/75	Ancil M. Douthit 71	Mrs. Gene Barton	Jack R. Garrison	Milton Rogers	Ron Cooper	Jay Clanton	512 257-8000
Kilgore*	CM	9	Foster T. Bean 4/75	DeWayne White 70	DeWayne White	DeWayne White	W. J. McBride	J. M. Climer	. . . .	214 984-5081
Killeen*	CM	36	James R. Lindley 4/76	Robert D. Brockman 72	T. H. Norman, Sr.	Daniel J. Bray-2	Vernon Rucker	Arthur Butler	Saba Halaby	817 634-2191
Kingsville*	CM	29	Gilbert Acuna 4/76	J. Earl Keaton 70	. . . .	. . . .	Bennie Spaulding	Gerard V. Gutierrez	Robert M. Needham-4	512 592-5235
Kirby	MC	3	Jerry Lehman 4/75	. . . .	. . . .	Robert F. Jones	Alton Rawe	William C. Madison	Jerome J. Woetena-5	512 661-4671
Kleberg	MC	5	Walter E. Woodruff	Jack Russell 74	Virgie A. Starr	. . . .	. . . .	Robert F. Hargrove	R. A. Pate	214 286-4026
La Feria	CO	3	A. J. Wilson 4/75	. . . .	J. D. Smith	Lois Hargrove	Douglas Gay	Maximo Mendiola, Jr.	. . . .	512 797-2161
La Grange	CM	3	L. W. Stolz, Jr. 4/75	Jimmy Freeman 74	Margaret S. Mason	. . . .	Rudolph Voss	Lawrence Ulbrich	. . . .	713 968-5810
La Marque*	CM	16	George H. Freeborn 4/75	Jack Treaster 69	Phillip R. Brooks	Jack Treaster	Bob Doolittle	Walter L. Feigle	Mill Lambert	713 938-7201
La Porte	CO	7	E. A. Thomas 4/76	Larry L. Broussard	Margie Goyen	Larry L. Broussard	Joe Sease	Herb Freeman	Larry Morton	713 471-5020
Lacy-Lakeview	MC	3	A. C. Reed 4/75	David F. Smith 71	Helen Latta	. . . .	R. E. Latta	Billy J. Maler	W. M. Lanier	817 799-2458
Lake Jackson*	CM	13	Bill Frizzell 4/76	A. A. MacLean 56	Chas. Smith	A. A. MacLean	Paul Isreal	Roy A. Bowers	Dean Morgan	713 297-2481
Lake Worth Village†	MC	5	Robert N. Butler 4/75	L. O. Irby	Mrs. Johnnie Collum	L. O. Irby	Walter J. Stank	Richard J. Mills	Clifton Petrea	817 237-1221
Lakeview †	MC	4	J. B. Coghill, Jr. 4/75	. . . .	Dorothy M. Carter	. . . .	Tony Simoneaux	C. W. Wiemann	. . . .	713 983-5616
Lamesa*	CM	12	Lloyd Cline 4/76	C. A. Taylor 49	B. H. Allen	J. H. McAllister	F. M. Seay	J. P. Bobo	C. A. Taylor	806 872-2121
Lampasas	MC	6	Henry V. Campbell, Jr 4/75	Kenneth D Henry 71	Harold Frank	. . . .	J. T. Humphres	M. R. Simmons	Kenneth Dale Henry	512 556-3641
Lancaster*	CM	11	Bill Bain 4/76	Kenneth O. White 70	Frances H. Goodman	Kenneth O. White	John A. Maston	John K. Whitehead	Kenneth O. White	214 227-2111
Laredo	MC	69	J. C. Martin, Jr. 4/78	. . . .	Gustavo L. Acevedo-2	John Y. Dickinson-1	M. B. Perez, Jr.	W. W. Weeks	Paul Garza	512 723-6326
League City	MC	11	Johnnie Arolfo 4/75	. . . .	Mrs. F. H. Ferguson	Mrs. F. H. Ferguson	L. E. Reeves	Pepper Harvell	Johnnie Arolfo	713 332-3431
Levelland*	CM	11	James A. Montgomery 4/75	Robert W. Sokoll 68	Judy Stephens	Robert W. Sokoll	C. B. Joiner	Les Johnson	Cyrus Humphreys	806 894-3137
Lewisville*	CM	9	David R. Denison 4/75	Johnny A. Sartain 67	Bettye Harris	Don Baker	I. R. Bradburry	W. T. Elsby	James Knight-4	214 436-2591
Liberty*	CM	6	Paul Daniels 4/76	J. H. Campbell 65	Dale Alford	J. H. Campbell	Ben E. Pickett	Leslie Wallace	. . . .	713 336-3684
Littlefield*	CM	7	J. E. Chisholm 4/75	Jim C. Blagg 73	Janna Reel	Jim C. Blagg	Leon Durham	James Cox	Harold L. Heller	806 385-4411
Live Oak	MC	3	John L. Harper 4/76	. . . .	Marian Elbel	Marian Elbel	Heinz G. Mueller	Richard J. Carey	Helnz G. Mueller	512 653-1882
Livingston †*	CM	4	Joe Pedigo 4/76	Tom Nevinger	Joyce Rash	Joyce Rash	B. R. Haynes	Richard Holt	L. E. Emmons	713 327-4311
Llano	MC	3	Gordon Donop, Sr. 75	George C. Rogers	George C. Rogers	. . . .	Beverley Harden	C. T. Childers	. . . .	915 247-4158
Lockhart*	CM	6	Pat Kirksey 4/76	Roy N. Bennett 74	. . . .	William Groves	Doug Buckner	Leonard Petrosky	Gordon Reed	512 398-3461
Longview*	CM	46	Jack Reeves 4/75	H. G. Mosley 52	L. W. Summers-2	L. W. Summers-2	Joe H. Causey	Roy Stone	L. K. Smith, Jr.	214 758-5531
Lubbock*	CM	149	Roy Bass 5/76	N. B. McCullough 71	Treva Phillips	Sterling K. Miller	W. Hershel Sharp	J. T. Alley	Sam Wahl	806 762-6411
Lufkin*	CM	23	Pitser H. Garrison 4/76	Harvey Westerholm 69	Roger Johnson	Royal Dunlap	Billy Stephens	Albert J. Schamerhorn	Hayne Stokes	713 634-3366
Luling	CO	5	J. B. Nickells 4/75	J. B. Nickells 75	John L. Love-2	. . . .	L. M. Bassett	Marvin Ferrell	Ray Millican	512 875-2115
McAllen*	CM	38	Jack Whetsel 4/77	Calvin H. Gibson 74	Natividad Sanchez	Calvin H. Gibson	Jerald Wiley Weaver	C. D. Mussey	James Henry Stinson	512 686-6551
McCamey	MC	3	(not reporting)							915 652-3333
McGregor	MC	4	Felix A. Morris 4/76	. . . .	Willie Hamilton	. . . .	John Blake	O. B. Phillips	L. H. Muegge-5	817 840-2606
McKinney*	CM	15	Al Ruschhaupt 4/75	Lee S. Vickers 68	. . . .	Jay C. West	Sam Purtle	Bobby McPeak	Melvin K. January	214 542-2675
Madisonville	MC	3	W. B. Viser 4/76	. . . .	G. Ross Madole	G. Ross Madole	R. H. Baker	Herman Newton	J. B. White	713 348-2748
Mansfield	CM	4	Thomas Y. Watson 5/75	Bobby J. Looney	Kathryn T. Howard	Mary B. Johnston	H. E. Baxter, Jr.	Joe Dunagan	Bobby J. Looney	817 473-1141
Marfa	CO	3	L. L. Fox Parker, Jr. 4/75	. . . .	Shelagh Abbott-2,3	Shelagh M. Abbott	Walter Garnett	Robert A. Bigler	. . . .	915 729-4291
Marlin§†	MC	6	Bill Holmes 4/75	Gay Walker 74	Thad Shaw	Gay Walker	Ben Markowski	Frank Friudenberg	Clark Morris-5	817 936-2041
Marshall*	CM	23	Wm. Huffman 4/76	C. K. Duggins 65	Donald Duncan	Ed Gowanlock	Gene Walker	Richard Waugh	James Foster	214 935-5241
Mathis	MC	5	Pedro Cavazos, Jr 4/75	Henry Franco	Henry Franco-3	Henry Franco	Gene Miller	. . . .	Roger Rosenbaum	512 547-3343
Memphis	MC	3	Kenneth Dale 4/75	. . . .	. . . .	. . . .	Richard Liner	Kenneth Schull	. . . .	806 259-2244
Mercedes*	CM	9	Liborio Hinojosa 4/76	Dick Brown 74	Elia Garcia	Alvaro Lopez	Joe Crenshaw	L. R. Bob Park	Isldrio Carr	512 565-2461
Mesquite*	CM	55	Bob Beard 4/75	Billy G. York 69	Norma McGaughy	. . . .	James Lewis	Glen Grayson	Billy Thompson	214 285-5431
Mexia*	CM	6	Hubert L. Harrison 4/76	Gerald Yarbrough 68	Mrs. Jimmie Marlin	. . . .	George Fitch	Walter Van DeWeghe	Charles C. Ferguson-5	817 562-5385
Midland*	CM	59	Ernest Angelo, Jr. 4/76	James W. Brown 64	J. W. McCullough	E. K. Dodson	Melvin Little	Harold Wallace	Fred G. Baker	915 683-4281
Mineola	MC	4	Joe J. Smith 4/76	. . . .	John V. Yeager	Joe J. Smith	L. L. Oglesby	Joe D. Bevill	Joe J. Smith	214 569-2040
Mineral Wells*	CM	18	Ellis H. White 4/76	Bill Rivers 72	Sarah F. Scott	W. O. Gross, Jr.	Melton Brewton	Fred Foreman	Fred Sabol	817 325-7881
Mission*	CM	13	Arnaldo Ramirez 4/75	Charles Eyeington 68	Miss Deldie Sanez	Angelina Acevedo	Ben Jackson	Ray Rodgers	Rene Lopez	512 585-1691
Missouri City	MC	4	B. Glenn Jackson 4/75	. . . .	Alice Church	John Null-1	Les. C. Guillot	T. D. Campos	Dallis Warren-5	713 499-1681
Monahans*	CM	8	Richard J. Hoyer 4/75	Jack Forga 66	Margie Wilson	Pat Greathouse	A. K. Blain	Joe Drea	. . . .	915 943-4343
Morton †	MC	3	Marshall J. Leitzell 4/76	E. C. Oden, Sr. 62	E. C. Oden-2	E. C. Oden-2	A. M. Mapes	Chester Miller	D. M. Lewallen	806 266-8850
Mount Pleasant*	CM	9	. . . .	Floyd Socia 74	. . . .	. . . .	. . . .	. . . .	. . . .	214 572-3412
Muleshoe †*	CM	5	Alex H. Williams 76	James D. Rankin 73	Mary Watkins	James D. Rankin	H. E. Reeder	Buddy Black	L. M. Bell	806 272-4528
Nacogdoches*	CM	23	A. L. Mangham 4/75	J. T. Alders 60	Cleon Compton-2	Cleon Compton	D. A. Teutsch	M. C. Roebuck	Fred Emerson	713 564-4693
Nassau Bay*	CM	6	A. Gene Smith 4/76	Howard L. Ward 73	. . . .	. . . .	. . . .	. . . .	. . . .	713 333-2108
Navasota*	CM	5	Curtis F. Maynard 2/75	Wayne R. Yaeger 74	Wayne R. Yaeger	Wayne R. Yaeger	Lloyd Pool	Garvin M. Wright	Wayne R. Yaeger	713 825-6475
Nederland*	CM	17	Homer E. Nagel 4/76	D. B. Henson 58	Mrs. A. Fletcher	J. B. McKinney	Johnny Cormier	Billy Neal	John I. Bamber	713 727-2711

New Boston t	MC	4	John H. McCoy 4/76	....	Lois Addison	....	....	....	Robert L. Walker	214 628-2081
New Braunfels*	CM	18	W. H. Brown 11/74	J. T. Bright 74	Barbra Foster	Kenneth Timmerman	Elmer E. Zipp	Burney Boeck	W. R. Yeary, Jr.	512 625-3425
Nocona	CM	3	E. J. Johnson 6/75	W. H. Yeargin	Oretha Howard	....	Haney Sutton	Harry Oman	....	817 825-3281
North Richland Hills t*	CM	17	Dick Faram 4/76	Gene Riddle 72	Anna Lee Caudry	Ruth Pinner	Ted Castleberry	Hamp Scruggs	Ray Britton	817 281-0041
Odessa*	CM	78	Dan B. Hemphill 4/76	Ronald Neighbors 68	Marjorie Bradley	Raymond F. Fuqua	W. J. Childress	Jack Tomlin	Bryan Henderson	915 337-7381
Olmos Park*†	CM	2	....	Edward J. York 70	....	....	....	....	....	512 824-3281
Olney	MC	4	(not reporting)							817 564-2102
Orange*	CM	26	Paul E. Hale 8/76	Louis J. Fox 72	Mavis McClure	Charles L. Curry	M. J. Girlinghouse	Leslie C. Jones	James Foyle	713 886-3611
Palacios t*	CM	4	(not reporting)							512 972-2414
Palestine*	CM	15	Jack W. Rogers 4/75	Albert L. Field 73	Marie Austin	Clay L. West	Vernon Hamby	E. J. Banks	O. J. Wagner	214 729-5728
Pampa*	CM	22	R. D. Wilkerson 4/75	B. M. Mack Wofford 70	S. M. Chittenden-2	S. M. Chittenden-2	F. E. Dyer	Jim Conner	R. B. Cooke	806 665-8481
Panhandle t*	CM	2	Marvin Sparks	Larry M. Fields 72	Ann Mills	....	Jim Bonner	Mike Nicholson	Len Jennings	806 537-3517
Paris*	CM	23	James M. Brunette 4/75	Kerry R. Sweatt 73	H. C. Greene	H. C. Greene	Earl Sherley	Loyd Mathews	John W. Cooke	214 784-3506
Pasadena	MC	89	John Ray Harrison 4/77	....	Russell L. Drake	Jaime Valderrama-2	Everett Williams	Charles Denson	Roy Huffman	713 477-1511
Pear Ridge t	MC	4	C. Gordon Dubois 74	....	W. R. Pope	....	J. A. Walding	Charles Balismo	Leo Falgout	713 983-5619
Pearland	CM	6	Carlton McComb 4/75	William E. Wolff	Dorothy L. Cook	Dorothy Thompson	Earl Raney	Glen Stanford	Escue V. Harris	713 485-2411
Pearsall	CM	6	Ruben Leal 4/75	Fred J. Spencer 73	Rosa Cabriel	....	David Fudge	....	G. C. McAnelly	512 334-3676
Pecos*	CM	13	W. O. (Bill) Pigman 4/76	J. J. Maxey 63	Dwayne Dobbs	Dwayne Dobbs	J. T. Prewit	Eugene Martin	S. B. Hunt	915 445-2421
Perryton*†	CM	8	....	J. B. Whigham, Jr. 51	....	....	....	....	....	806 435-4014
Pharr	CO	16	A. C. Jaime 78	Harry Dulin, Jr. 72	Dora H. Garza	Ernesto Ayala, Jr.	Burgess E. Cook	Raul Reyna	Rene Castellanos	512 787-2704
Piney Point Village	MC	3	(not reporting)							713 782-7355
Pittsburg*†	CM	4	....	Jimmie D. Morris 67	....	....	....	....	....	214 856-5475
Plainview*	CM	19	John D. Stoneham 4/76	Marshall A. Pharr 64	M. L. Rea-2	Norman Huggins	Ef (Woody) Sevison	H. P. Pelphrey	Bill Hogge-4	806 293-4171
Plano*	CM	18	Norman F. Whitsitt	David A. Griffin 72	Betty Taylor	Eugene Edwards	Lee Everett Mayfield	J. B. Toler	Charles Howard Darby	214 424-6531
Pleasanton	MC	5	J. P. Elliott 3/75	Clarence E. Magel	....	....	R. A. Troell	G. E. Powell	Jesse Garza	512 569-3867
Port Arthur*	CM	57	Bernis W. Sadler 4/75	George E. Dibrell 62	Ernest Meyer	J. Lowery	H. W. Hebert	J. R. Newsom	....	713 983-3321
Port Isabel	CO	3	Leo F. Sanders 4/76	....	Ernestina Barrera	....	Larry J. Keller	Charles Londrie	....	512 943-2682
Port Lavaca*	CM	10	....	James M. Gibson 73	....	....	....	....	....	512 552-9795
Port Neches*	CM	11	G. C. Fells, Jr. 4/76	James H. Davis 72	Edna Shearer	James H. Davis-2,3	James Harrington	Charles Bennefield	Elwyn L. Graham	713 727-2181
Portland*	CM	7	Charles E. B. Tothill 4/75	M. H. Gildon 73	Bonnie S. Ledet	M. H. Gildon	Calvin Jones	Harrold White	Dale Savage	512 643-6501
Post	CO	4	G. C. McCrary 4/75	Pete Maddox	Wanda Wilkerson	....	Neal Clary	Jim Trulove	....	806 495-2811
Poteet	MC	3	L. W. Jackson, Jr.	....	Dolly Eichman	....	Daylon Payne	Juan M Gonzales	Joseph J. Carson	512 742-3344
Premont	CO	3	Sam Swartz 7/75	H. Lato Barrera	H. Lato Barrera	H. Lato Barrera	A. R. Howard	Clyde E. Carroll	H. Lato Barrera	512 348-3912
Quanah	MC	4	Sam R. Breedlove	I. M. Hutchens 63	I. M. Hutchens	I. M. Hutchens	Frank Walden	....	E. E. Fincher-4,5	817 663-4336
Ranger†	CO	3	O. L. Cantrell	LeVerle Ames	....	....	....	James C. Rose, Jr.	Charles White	817 647-3522
Raymondville	MC	8	Eustolio Gonzales 4/75	....	C. M. Crowell	C. M. Crowell	Oran Knox	Sabas Garza, Jr.	O. R. Jeffers	512 689-2443
Refugio t†	MC	4	Price K. Johnson 75	....	Lillian Linney	....	C. W. Pullin	Bobby C. Wright	....	512 526-2111
Richardson*	CM	49	Raymond Noah 4/75	Bob Hughey 74	Virginia Gruben	Faye Stephens	Richard Russell	....	Glen Lang	214 235-8331
Richland Hills t	MC	9	Paul C. Daniels 4/76	....	Lucy Wright	Lucy Wright	Richard Pierce	William H. Abbott	Luke Baker	817 284-4901
Richmond t	CO	6	H. G. Moore 4/76	Keith A. Crawford	Winona White	....	Keith A. Crawford	Dalton R. Hargis	....	713 342-5456
River Oaks	MC	8	Thomas M. Holland 4/75	....	E. C. Clifton-1,2	E. C. Clifton-1,2	A. T. Huffhines	J. R. Jones	J. A. Johns-5	817 626-5421
Robinson	MC	4	Don Thompson 4/75	....	Dorothy Thompson	....	W. H. Kettler	H. J. Fasshauer	....	817 662-1415
Robstown	MC	11	B. D. Berryman 4/76	A. J. Veselka 74	A. J. Veselka	A. J. Veselka	Harold Romike	Reymundo Contreras	Jesus Alejandro	512 387-4589
Rockdale	CO	5	Darral Walker 4/76	Ernest Moore 74	Ernest Moore	Elizabeth Fenter	John Weed, Jr.	Truman White	....	512 446-2511
Rockport	MC	4	Walter S. Falk, Jr. 3/76	....	Herman C. Johnson	Herman C. Johnson	Elva Mullinax	James A. Craigmile	Thomas W. Shults	512 729-2213
Rockwall	MC	3	Harry F. Myers 4/75	Galen Williams	....	Galen Williams	Frreddie Morrow	Bruce Beaty	J. T. Price	214 722-3290
Rosebud*†	CM	2	....	Maurine Roark 70	....	....	....	....	....	817 583-7926
Rosenberg	MC	12	B. S. Babovec	....	Alice Skalski	Alice Skalski	C. H. Boring, Jr.	Harvey Kramer	B. S. Babovec	713 342-2531
Round Rock t	MC	3	Raymond M. Litton 4/75	James S. Hislop, Jr. 73	Beth Looby	James S. Hislop, Jr.	Cody Adolphson	K. B. Langston	Al Callaway	512 255-3692
Rusk t	MC	5	Morris W. Hassell	....	Paul M. Osborne	Paul M. Osborne-3	L. L. Wilcox	Alan Hughes	J. D. Norton	214 683-2213
San Angelo*	CM	64	C. S. Conrad, Jr. 5/75	H. D. Howard 58	Peggy J. Gilmore	Johnny Richardson	Gene Kilgore	James R. McClellan	....	915 655-9121
San Antonio*	CM	654	Charles L. Becker 4/75	Sam Granata, Jr. 73	Jake Inselmann	Carl White	I. O. Martinez	Emil E. Peters	Mel Sueltenfuss	512 225-5661
San Augustine t	MC	3	W. H. Fussell, Jr. 4/75	Alton Shaw 69	Penny Murray	Alton Shaw	Oran Davis	N. L. Tindall	....	713 275-2121
San Benito*	CM	15	Cesar Gonzalez 4/76	Sam A. Lattimore 72	Bobbie Jo Allen	Bobbie Jo Allen	Lee Roy Dillard	Placido Cortez	Secundino Mata	512 399-5344
San Diego†	MC	4	Nago L. Alaniz 4/76	....	Mrs. F. C. Perez	....	J. C. Perez, Jr.	Daniel DeLa Rosa	....	512 279-3341
San Juan	CO	5	Robert H. Kristek	Federico G. Garza	Lois Beckett	Federico G. Garza	Ernest West	Santos Salinas	Ted Trevino	512 787-9923
San Marcos*	CM	19	Emmie Craddock 4/75	James B.Baugh 73	Doris J. Hambrick	Sam L. Huey	O. D. Scott	Wm. Rodney Nelson	William T. Friedrich	512 392-2417
San Saba t	MC	3	(not reporting)							915 372-5144
Sansom Park Village	MC	5	(not reporting)							817 626-3791
Schertz*	CM	6	Robert C. Bueker 4/76	Denny L. Arnold 72	June G. Krause	Denny L. Arnold	Archie Woodward	Eugene Schoonover	Marvin Patterson	512 658-7477
Seabrook	MC	4	Larry G. Sullivan 4/76	....	Roselle S. Carrington	Josephine Duvall	Bill Wilcox	Joe E. Huntley	Don R. Badeaux	713 474-3201
Seagoville t	MC	4	Kenneth Carter 4/75	Eva Nelle Harris	Eva Nelle Harris	Eva Nelle Harris	George Melaun	....	Vernon Miner	214 287-2050
Sealy	MC	3	J. D. Sloane 4/76	....	Frank Krampitz, Jr.	Frank Krampitz, Jr.	C. D. Krampitz	G. R. Kaufman	....	713 885-3511
Seguin	MC	16	Alfred H. Koebig 4/76	....	Linnette Habermann	Dale Schultz	Roger G. My Cue	Leroy Schneider	....	512 379-3212
Seminole	MC	5	Bob Clark	Ruby Frost	Ruby Frost-2	Ruby Frost-2	C. T. Benson	L. M. Blackmon	...	915 758-3622
Seymour	CM	3	Sam. W. Jones 4/75	Cecil Forester 74	Cecil Forester	Cecil Forester	Eugene Hons	Carl Miles	....	817 888-3148
Shamrock	MC	3	J. Seibert Worley	Noel D. Walton 74	Noel D. Walton	Noel D. Walton	Billy Jack Thompson	George Hooten	Jack Eberman-5	806 256-3281

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continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
TEXAS (361) continued										
Sherman*	CM	29	Herman Baker 4/75	L. H. Krumm 65	Jack Spears	Monty Nitcholas	A. C. Jones	....	R. B. Aston, Jr.	214 893-5514
Silsbee*	CM	7	....	Ronald Hickerson 69	....	....	....	....	....	713 246-3372
Sinton t*	CM	6	Carl E. Newlin 10/75	Walter W. Hill, Jr. 73	Archie Lea Rigby	Walter W. Hill, Jr.	R. C. Eakin	Tommy Lee	Peyton Mims	512 364-2381
Slaton*	CM	7	J. N. Liandreth 4/75	Alex A. Webb 68	Alex A. Webb	Alex A. Webb	Don Kenderick	Fred Clark	Alex A. Webb	806 828-6505
Smithville	MC	3	Albert E. Crawford 4/76	....	Jo I. Craddock	....	Patrick Vacek	Cary L. Taylor, Jr.	B. F. Wesson	512 237-3282
Snyder*	CM	11	William A. Vestal 4/76	L. A. Patterson 62	Juanita Farren	L. A. Patterson	A. A. Kohl	William A. Stone	....	915 573-3536
South Houston t	MC	12	Eugene Kitch 4/75	....	Lanelle Chafin	Lanelle Chafin-2	D. J. Butera	Paul Brookover	Eugene Kitch	713 944-2330
Spearman t*	CM	3	Coy Palmer	T. E. Thompson, Jr. 74	Mark Neff	Mark Neff	Clarence Mithell	Lee Phillips	T. E. Thompson, Jr.	806 659-2524
Spring Valley	MC	3	J. Dean Knox 4/76	....	Harriet Leissner	....	....	O. R. Manning	....	713 465-8323
Stafford t	MC	3	Leonard Scarcella 4/75	Yvonne L. Shaver	Elsie Johnson	....	Homer Howard	Bonny R. Krahn	L. L. Urban	713 499-1695
Stamford*	CM	5	I. F. Hudson 4/75	H. R. Macomber 71	H. R. Macomber-3	H. R. Macomber	B. Lawson	B. Q. Cooper	R. H. Dickenson	915 773-2723
Stephenville*	CM	9	Don R. Jones 4/76	Marshall Shelton 72	Joyce Pemberton	Clinton Lowery	Jerry Parham	Mike Watkins	R. Y. Gann	817 965-5021
Sugar Land	MC	3	Roy L. Cordes 4/75	T. C. Rozelle, Jr.	Hazel McJunkin	....	Walter S. Borowski	J. E. Fendley	B. C. Kelton	713 494-3176
Sulphur Springs*	CM	11	Raymond R. Johnson 5/75	Olen R. Petty 71	Della M. Poulos	W. D. Sapaugh	C. D. Bolding	A. B. Wall	Norman Dykes	214 885-7541
Sunray t§	MC	2	Harold Henderson 4/76	Darce Foshee 73	Darce Foshee	....	A. V. Harris	Claude Roper	....	806 948-4111
Sweeny t	MC	3	A. M. Anderson	....	Lela Smith	....	Leo Finley	Alex Hood	Kenneth Lott	713 548-3321
Sweetwater*	CM	12	M. Watson Moore 4/75	Donald R. Manning 71	Jessica Salyer	Jessica Salyer	Robert Summers	Gerald Byrd	D. M. Teel	915 236-6313
Taft	MC	3	William E. Krumnow 4/76	Gilert O. Baird 50	Leta Beth Becker	....	Jim Vogt	Robert Whitehead	....	512 528-3050
Tahoka	CM	3	Meldon Leslie 4/75	J. M. Uzzle 63	Hazel Connolly	....	Jackie Henry	W. H. (Jack) Miller	....	806 998-4211
Taylor*	CM	10	Calvin T. Janak 4/76	J. W. Dodson 72	Gary Mohel	Gary Mohel	John Hafernik	A. O. Schier	Marvin Bachmeyer	512 356-3675
Teague	CM	3	Earle Long	Roy G. Cain	Roy G. Cain	....	Leslie Welch	James Ball	R. W. Gilliam	817 739-2504
Temple*	CM	33	David M. Bandy 4/76	Howard K. Dodgen 59	C. L. Keaton-2	C. L. Keaton	Wallace Bearor	Leonard Hancock	Gene McCall	817 778-5561
Terrell*	CM	14	R. C. Holmes 4/75	Paul W. Henderson 74	H. W. Hindman	J. O. Springer	Billy Shumpert	Joseph M. Patton	Chris Gard	214 563-2681
Terrell Hills	MC	5	Stewart C. Johnson 5/76	W. H. Greear	W. H. Greear-2	W. H. Greear-2	Arnold Rose	Harold Rother	W. H. Greear	512 824-7401
Texarkana*	CM	30	David L. Keller 5/76	Stuart A. Bach 74	Helen B. Talbert	John Hackleman-1,2	B. J. Fox	Wm. H. McGee	Charles Markham	214 794-3434
Texas City	CO	39	E. F. Lowry 4/76	....	Kenneth T. Nunn-1,2	Kenneth T. Nunn-1,2	Ray Jones	R. L. Dewalt	George Stapelton	713 948-3111
Tomball t	MC	3	Ben Scholl 4/76	....	Carl Osborne	Carl Osborne	Bill Snyder	Fred Telschow	Robert Sowell	713 351-5451
Trinity	MC	3	Joe Chandler 4/76	Edwin L. Gardner 73	Jo Tucker-3	....	Hayne Huffman	James Billy Campbell	....	713 594-3971
Tulia*	CM	5	W. V. Swinburn 4/76	John W. Gayle 74	Barbara Cabe-3	John W. Gayle	Richard Cagle	Weldon Smith	Kenneth McCaslin	806 995-3547
Tyler*	CM	58	Baker Lucas 4/75	Ed L. Wagoner 72	Ann Lanier	H. V. Bryan	Archie Reynolds	L. B. Odom	C. R. Arnold-4	214 597-6651
Universal City	MC	8	Charles W. Johntone 4/76	Robert V. Green	Lawrence W. Kerkow	Karl D. McCormick	Tom Wier	Donald F. Bias	Albert W. Doss	512 658-3591
University Park*	CM	23	E. Wilson Germany 4/76	Leland Nelson 70	Leland Nelson	Jim Brown-1,2	Forrest E. Keene	Forrest E. Keene	Jim Murphy	214 363-1644
Uvalde*	CM	11	Howard T. Langford 12/74	T. H. Caffall 69	T. H. Caffall	Delia Hernandez	Charles Scoggins	Morris Barrow	....	512 278-3315
Vernon*	CM	11	H. D. W. Naylor 4/76	Sam Phelps 65	T. W. Daniel-2	Sam Phelps	Joe Donges	Wayne Hendrix	....	817 552-2581
Victoria*	CM	41	C. C. Carsner, Jr. 5/75	John F. Lee 59	R. D. Hoxworth-1,2	R. D. Hoxworth-1,2	Thomas Kinney	Kenneth Rosenquest	Nolen Chafin	512 573-2401
Vidor	MC	10	Robert C. Watts 4/75	....	Mrs. J. Norris	....	W. J. Davis	Walter Billingsley	H. H. Burr	713 769-5473
Waco*	CM	95	Oscar N. Duconge 4/76	David F. Smith, Jr. 71	Raymond J. Baker	Robert H. Salter	Leslie Summey	M. M. Calvert	C. Wayne Dickens	817 756-6161
Waxahachie*	CM	13	W. H. Larkin, Sr. 4/75	Wm. Ed Seegmiller 72	Linda Strength	William Seegmiller	Otto Crow	Pierce Padgett, Jr.	Jack Matthews	214 937-7330
Weatherford*	CM	12	W. B. Hobson 4/76	Mark B. Reynolds 72	Gloria C. Wood	William C. Counts	Kurt Harris	Ralph Adcox	A. G. Porterfield	817 594-5441
Weimar*	CM	2	David Kahlich 5/76	T. E. Hinton 45	....	T. E. Hinton	Edwin Peters	Fred G. Vornsand	....	713 725-8554
Wellington	MC	3	Billy Hatch 4/75	Lyman Daniel	....	Lyman Daniel	David Peters	Mike Gilmore	Lyman Daniel	806 447-2363
Weslaco*	CM	15	Pablo G. Pena 4/75	Cecil E. Massey 62	Hilda Adame	Ramiro Lopez	Truman R. Lyles	Claudio Castaneda, Jr	Ralph Gerald	512 968-3181
West Columbia*	CM	3	C. B. Gilbert 4/76	Emory D. Partin 66	Wilma Tielke	E. D. Partin	Eugene Fink	R. E. Jacobs	C. H. Stephens, Jr.	713 345-3123
West Orange	MC	5	Glenn F. Seale 4/75	....	Melba Kelley	Melba Kelley	Ronnie Burns	Toney Taylor	Walter Scexnyder	713 883-3468
West University Place*	CM	13	Don E. Harris 11/74	Whitt F. Johnson 55	Mrs. Lee Lockard	W. Dittert, Jr.	C. E. Duffin	Richard K. Kesselus	Herchel L. Vaughn	713 668-4441
Westworth v	MC	5	(not reporting)							817 737-3881
Wharton*	CM	8	E. P. Guffey 4/76	Neil H. Haman 73	D. T. Fordham	....	Ray Williamson	D. J. McMurray	V. O. Hollingsworth	713 532-2491
White Settlement*	CM	13	Rex Scott 4/75	Jim Stiff 69	Frances Colwell-3	Neilan G. Parmer	John Griggs	Glenn Tischler	....	817 246-2415
Whitesboro t	MC	3	(not reporting)							214 564-3311
Wichita Falls*	CM	98	Max Kruger 4/76	Gerald G. Fox 69	Wilma Thomas	Ronald R. Wood	Hurshel Johnson	C. C. Daniel	Ernest Lillard	817 322-5611
Wills Point	MC	3	Truett Mayo 75	Wilson Read	Virginia Babcock	....	Hollis Smith	H. M. Sullivan	....	214 873-2578
Windcrest	MC	3	E. James Seal 4/75	....	Paul W. Geddes, Jr.	E. James Seal	Stephen Takas	C. H. Grumbles	....	512 655-0022
Winnsboro	MC	3	Homer A. Smith	A. D. Gearner, Sr.	Kathryn M. Cain	....	Skeen Smith	Charles S. McCarver	Eugene Phillips	214 342-5312
Winters	MC	3	Homer J. Hodge 4/75	Buford Baldwin 65	Bonnie Tatum	Buford Baldwin	Marvin Bedford	Joe Stevens	....	915 754-4424
Woodville t	MC	3	(not reporting)							713 283-2182
Woodway*	CM	6	Terry W. Stevens 4/75	Robbie D. Bean 74	....	....	Frank Crozier	Lloyd A. Behm	G. B. Sullivan, Jr.	817 772-4480
Wylie*	CM	3	Donald Thomas	Dennis Woodard 72	Onedia Gallagher	Dennis Woodard	Bill Storey	O. C. Blanks	W. A. Allen	214 442-2236
Yoakum*	CM	6	Harry O. Gibson 4/75	Jim Snodgrass 71	Dorothy R. Moore	Dennis C. Strauss	Elmer Hanna	Billy E. Moore	....	512 293-5481

UTAH (46)

American Fork	MC	8	(not reporting)							801 756-3571
Bountiful*	CM	28	Morris F. Swapp	Grant P. Petersen 66	Arden F. Jenson	Ira Todd	Dell Holbrook	Dean O. Anderson	Jack Balling-4	801 295-2301
Brigham City	MC	14	(not reporting)							801 723-8521
Cedar City t*	CM	9	Kerry Jones 12/77	Michael R. Embley 74	Yorke Nelson	Marilyn S. Prince	Orwin Green	Doug Boulton	John Reed Corry-5	801 586-6514
Centerville	MC	3	(not reporting)							801 295-3477
Clearfield*	CM	13	Donald L. Davenport 12/75	Gayle L. Starks 74	Bonnie S. Hodge	....	Elmo Hodson	A. O. Archuleta	Sherman Schofield	801 773-3301
Farmington	MC	3	Legrande E. Gregory 1/78	....	Ernestine W. Held	Howard J. Rigtrup	Dean H. Smith	John S. Morton	Jay S. Johnson	801 867-2383
Grantsville	MC	3	Merle E. Cole 12/78	....	Relva Winmill	....	Ralph Lemmon	L. Jack Bird	....	801 884-3411
Heber	MC	3	Kent R. Hiatt 1/78	....	Paul H. Mitchell	....	Thomas L. Provost	Vearl Broadhead	Lloyd Provost	801 654-0757
Kaysville	MC	6	Glen W. Cundall 12/77	....	Josephine E. Leavitt	Josephine Leavitt	Don Howard	Lyle Larkins	Max B. Major	801 376-4234
Layton	MC	14	Lewis G. Shields 12/77	Randall J. Heaps	Randall J. Heaps-2	Randall J. Heaps	John H. Adams	Lamar T. Chard	Rulon L. Thornley-5	801 376-3441
Lehi	MC	5	Evan L. Colledge 1/78	....	....	Lucile White	Grant B. Smith	Berl Peterson	....	801 768-3545
Logan	CO	22	Desmond Anderson 12/77	....	Duane H. Beck	C. Larry Anhder	Easton Liechty	Max Jones	....	801 752-3060
Midvale	MC	8	Boyd N. Twiggs 1/78	Jack R. Jorgensen 74	....	....	Armond M. Bosh	Louis S. Smith	H A Christopherson-5	801 561-1418
Moab	CM	5	Wm. Dean McDougald 12/77	R. W. Unger 74	Maxine Smith-3	....	Troy Black	Melvin S. Dalton	Lynn Day-5	801 259-5121
Monticello*	CM	1	Gene W. Etherington 12/77	Clyde Christensen 74	Shirley Redd	Gene W. Etherington	Henry Walters	Ed Markosek	....	801 587-2271
Murray	CO	21	Vaughn C. Soffe 12/77	....	Larell D. Muir	J. Clifford Brown-1	Arthur Caldwell	Calvin G. Gillen	Donald Patton	801 262-2421
Nephi	MC	3	Donald J. Eyre 1/78	....	Evan A. Frampton	....	Boyd Park	David B. Lunt	....	801 623-0822
North Ogden	MC	5	(not reporting)							801 782-7211
Ogden*	CM	69	A. Stephen Dirks 11/75	R. L. Larsen 72	Donna Adam	Lawrence Hunter-1	Charles Hansen	L. A. Jacobsen	Rulon H. Sorensen-4	801 399-8011
Orem*	CM	26	James E. Mangum 1/78	Earl Wengren 64	Alan Dixon	M. Ned Briner	Arnold Long	James Simmons	....	801 225-1550
Park City§	MC	1	(not reporting)							801 649-8474
Payson	MC	5	Richard A. Harmer 11/78	Ronald J. Crump 71	....	....	Stanley Spencer	James E. Box	....	801 465-9226
Pleasant Grove	MC	5	W. Cornell Haynie 12/77	Mark Johnson 74	Marjory Woffinden-3	Mark Johnson	Fred Keetch	Michael Ferre	Art Steele	801 785-3311
Price	MC	6	Walter T. Axelgard 1/78	Gary R. Tomsic 74	P. Hampton McArthur	....	Lamar Jewkes	Arthur Poloni	....	801 637-0763
Provo	CO	53	Russell D. Grange 1/78	....	R. Glenn Olsen	H. Blaine Hall	Stanley G. Brown	Swen C. Nielsen	John A. Zirbes-4	801 375-1822
Richfield*	CM	4	Kendrick Harward 12/77	Keith Christensen 68	Sylva Rappleye	Keith Christensen	Reo Sanders	Neldon Torgerson	Jerry Watts	801 896-4581
Riverdale	MC	4	Keith N. Oram 1/78	....	Mary C. Johnston	Mary C. Johnston	Paul L. Flaig	E. Wesley Woolsey	....	801 394-0529
Riverton t	MC	3	Paul K. Mortensen 1/78	....	....	....	....	....	....	801 254-3622
Roy§	MC	14	Joseph Dawson	A. Wayne Kimber 66	Madge H. Gibson	Wanda Ringel	Clyde H. Gibson	Julian R. Green	E. Lamar Nelson-5	801 825-2205
St. George§	MC	7	Neal M. Lundberg 11/77	Darwin M. Dennis 73	Maxine Smith	Clara C. Cottam	Joe Empey	Joseph K. Hutchings	Marvin A. Jones	801 673-3593
Salt Lake City	CO	176	E. J. Garn 1/76	....	Herman J. Hogensen	L. A. Jones-1	Leon Dekorver	J. Earl Jones	Stephen M. Harmsen	801 328-7611
Sandy City	MC	6	(not reporting)							801 255-7121
Smithfield	MC	3	Oral L. Ballam	....	Betty J. Hatch	....	Lyman Hansen	....	....	801 563-6226
South Jordan†	MC	3	Orrin W. Beckstead	....	Robert L. Schouten	....	....	....	....	801 254-3742
South Ogden	MC	10	J. Farrell Shepherd 1/78	....	Ida May Bankhead	Erwin Gleave	Joseph Torman	Jim Wold	Ken Buckway	801 392-9321
South Salt Lake	MC	8	Ver P. Davis 12/77	....	Beth M. Jensen	Oliver P. Davis	Keith W. Heddlesten	Robert C. Wilkins	Wm. W. Anderton	466 873-8362
Spanish Fork	MC	7	Tim Moran 12/77	Clyde A. Swenson 72	....	Clyde A. Swenson	Roy Lundell	Ned Grant	Alden Brunson	801 798-3568
Springville	MC	9	Kenneth B. Creer 1/78	....	Verl S. Dallin	Verl S. Dallin	Floyd W. Stewart	Leland Bowers	....	801 489-5121
Sunset	MC	6	John L. Nicholas 1/78	Kenneth H. Rock	George A. Dickson	....	Arnold Satterlee	Daryl Conger	J. Clayton Peterson	801 825-1628
Tooele	MC	13	Douglas V. Sagers 12/77	....	Blanche Pratt	Glenn G. Martin-1	Floyd Bracken	Guy Armstrong	Judd Erickson	801 882-0110
Tremonton	MC	3	Max Mason	....	Jay R. Hirschi	....	Lynn Iverson	Ronald Ogborn	....	801 257-3324
Vernal*	CM	4	James G. Drollinger 12/77	Glade I. Nelson 74	....	....	Dale Slaugh	Jonathan B. Jones	Lyman Merkley	801 789-2255
Washington Terrace	MC	7	Ron Stephens 12/77	....	Olive Sorenson	....	Dewayne Kimber	Peter N. Andreasen	Kent G. Arave-5	801 393-8681
West Jordan	MC	4	Junius H. Burton 12/77	Glenden H. Leak 74	Murial E. Andersen	Junius H. Burton	....	Lance E. Foster	....	801 561-1464
Woods Cross	MC	3	LeRoy P. Parkin 1/78	....	Alan P. Low	....	....	Niles Stahle	....	801 292-4421

VERMONT (65)

Barre*	CM	10	Wilfred J. Fisher	Thomas E. Duff 65	C. Ralph Olliver-2	C. Ralph Olliver	Albert Galfetti	Floyd B. Chandler	John W. Hussey-5	802 476-5246
Barre t*	CM	7	Wendell Pelkey	Paul D. McGinley 72	Kenneth D. Mason	....	Edward H. Solomon	Robert E. Edwards	Horace W. Morse Jr.	802 479-9391
Barton t	TM	3	G. E. Annis 3/75	....	Wanda S. Randall	Wanda S. Randall	Raymond Choquette	....	Bickford Libby	802 525-6222
Bellows Falls v*	CM	4	....	Peter LaHaise 73	C. A. Bissonnette	C. A. Bissonnette	Daniel R. Howard	Charles T. Goodnow	Maurice J. Kelly-5	802 463-6944
Bennington t§	CM	15	....	Harold R. Saunders 74	Mary Hodeck	Ronald Higgins	Erwin Mattison	William H. Fox	....	802 442-2626
Bethel t*	CM	1	....	Bert S. Moffatt 72	Jean Burnham	Bert S. Moffatt	Robert M. Dean	Bert S. Moffatt	Bert S. Moffatt	802 234-9340
Brandon t*	CM	4	....	James W. Mann 64	Wilda Harris	Wilda Harris	Donald Trombley	Thomas Evans	James W. Mann	802 247-5721
Brattleboro t*	CM	12	Richard E. Waitt 3/75	Corwin S. Elwell 60	Jettie B. Tupper	Ronald F. Rindelhard	T. Howard Mattison	Reginald D. Belville	Orman A. Holden	802 254-4541
Bristol t*†	CM	3	....	R. W. Smith 69	C. F. Lathrop	C. F. Lathrop	....	....	....	802 453-2486
Bristol v*†	CM	2	....	R. W. Smith 69	C. F. Lathrop	....	Richard Lathrop	Ceylon Dearborn	....	802 453-2533
Burlington	MC	39	Gordon H. Paquette 4/75	....	G. Wallace Hendry	Raymond A. Contois	Patrick T. Brown	Arthur J. Carron	James R. Ogden	802 864-4554
Castleton t*	CM	3	....	Peter A. Clavelle 72	Robert MacCleary	....	Jerome M. Grady	George Traverse	....	802 468-2212
Cavendish t*	CM	1	John W. Stearns 3/75	Quentin R. Phelan 68	Ronald Butler, Jr.	Ronald Butler, Sr.	Arthur Briggs	Lloyd Stillwell	Dale Pike	802 226-7291
Cavendish v*	CM		John W. Stearns 3/75	Quentin Phelan 68	Ronald P. Butler, Sr.	Ronald P. Butler, Sr	Arthur Brigay	Lloyd Stillwell	Dale Pike	802 226-7291
Chester t*†	CM	2	....	John Whitaker 71	....	....	....	....	....	802 875-2727
Chester v*†	CM	1	....	John Whitaker 71	....	....	....	....	....	802 875-2727
Colchester t*	CM	9	Henry G. Schaefer 4/77	Albert M. Paulger 72	Russell Smith-3	....	....	Ronald Smith	C. Jonathan Manning-4	802 879-0433
Danby t	CM	1	(not reporting)							802 293-5136

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
VERMONT (65) continued										
Derby t	TM	3	Paul E. Lussier	....	Pauline S. Glover	Pauline S. Glover	....	....	Curtis Brainard	802 766-2240
Dorset t*	CM	1	....	Vernon Squiers 70	....	....	....	....	....	802 362-1178
Dover t*	CM	1	....	James W. Laseter 71	Virginia Carruthers	Helen Upton	....	Roy Holton	....	802 464-5100
Essex t*	CM	11	....	Kevin D. Ryan 70	Jane M. Yandow	....	Philip Noyes, Sr.	Domenick J. Arena	James Chase	802 879-7156
Essex Junction v*	CM	7	William Roberts	Kenneth Greer 71	Rosa Lee Crewdson-3	James Ticehurst	Joseph Jacob	D. J. Arena	Kenneth Greer	802 879-0411
Fair Haven t	CM	3	James Wemette 3/75	Louis C. Faryniarz 56	Caroline Levesque	Anna M. Fish-3	Don Ward	Andrew Brown	....	802 265-3610
Hardwick t*	CM	2	....	Clarence Barcomb 71	D. Clayton Clow	Clarence Barcomb	Fred Farr	Alfred Andrews	....	802 472-5971
Hartford t*	CM	6	....	Ralph W. Lehman 59	Agnes Mae Seery	Robert A. Simonds	Alfred T. Wright	Alfonzo Guarino	Wesley Hazelton	802 295-2785
Hartland t*†	CM	2	....	Ray Withington 73	Persis G. Stillson	Persis G. Stillson	William Riley	Leonard Eastman	Raymond M.	802 436-2444
Ludlow t*	CM	2	....	Dean R. Brown, Jr. 69	Jane Creaser	D. R. Brown, Jr.	Russell Haskel	Jonathan Springer	John T. Davis	802 228-2841
Ludlow v*	CM	2	....	Dean R. Brown, Jr. 69	Ruth Weber	Dean R. Brown, Jr.	Russell Haskel	Jonathan Springer	John T. Davis	802 228-2841
Lyndon t	TM	4	(not reporting)							802 626-5785
Manchester t*	CM	3	Emil Zoufaly 3/75	Oakley K. Porter 70	Clara May Hemenway	Harold A. Wisell	Joseph Harrington	W. Manfred Wessner	....	802 362-1313
Middlebury t*	CM	7	Earl Cone 3/75	David A. Crawford 67	Kenneth H. Caul	D. A. Crawford	Donald Keeler, Sr.	Robert Van Ness	Paul E. Lawrence	802 388-4041
Milton t	TM	4	(not reporting)							802 893-7344
Montpelier*	CM	9	Richard W. Curtis	Roland J. Dubay 71	Robert L. Jeffrey	Robt. L. Jeffrey	Angel J. Ortiz	Arthur R. McLellan	Stephen A. Gray	802 223-3031
Morristown t	TM	4	(not reporting)							802 888-3534
Newport*	CM	5	Augustus Parsons	Peter Robinson 67	Fred Kipp-3	....	Leo Parenteau	Leon Vinton	....	802 334-6345
North Troy v*	CM	1	Archie S. Cota	Howard Cota 73	Maurice L. Titus	....	Harold Hansen	James Murphy	....	802 988-2663
Northfield t*†	CM	5	....	Wilfred McNamara 65	....	....	....	....	....	802 485-5421
Northfield v*†	CM	2	....	Wilfred McNamara 65	....	....	....	....	....	802 485-6121
Pittsford t	CM	2	(not reporting)							802 483-6500
Poultney t*	CM	3	Ralph R. Bruso 3/75	Donald E. Geddes 73	Margaret Disorda	Margaret Disorda-3	Ervin Berry	Theodore Bahan	....	802 287-5761
Poultney v*	CM	2	Roger Brown	Howard W. Ward 74	Robert Long	....	Ervin Berry	Theodore Bahan	Richard Barnes	802 287-4003
Randolph t*	CM	4	....	William A. Burgess 72	Doris M. Bowman	....	....	....	....	802 728-5433
Randolph v*	CM	2	Karl O. Haupt 3/76	Bert S. Moffatt 72	....	....	Wilbur Bowen	Elwin Preston	....	802 728-9222
Rockingham t*	CM	6	Mark J. J. Leonardi 3/76	Peter C. LaHaise 73	Olive Miller	C. A. Bissonnette	John B. Perry	....	Edson Small	802 463-3964
Rutland	MC	19	G. G. Godnick 3/75	....	John W. Barrett	W. Jos. Simonds	A. H. Koltonski	Stuart Jenne	L. Styles	802 773-2000
St. Albans*	CM	8	Joseph C. Montcalm 3/76	Raeldon R. Barker 70	John G. O'Brien-3	John G. O'Brien	James S. Cioffi, Jr.	George E. Hebert	William H Scott, Jr.	802 524-2511
St. Albans t	CM	3	Roger N. Luneau	....	Gertrude Hickok	Gertrude Hickok	....(6)	....(6)	Fay Bushey-5	802 524-2415
St. Johnsbury t*	CM	8	John E. Byrne 3/75	David T. Clark 60	N. D. Sleeper	N. D. Sleeper	Hubert G. Simons	A. R. Kittredge	David T. Clark	802 748-3926
Shelburne t*	CM	4	....	Edward L. Schuette 73	Edna M. Cole-1	Edna M. Cole	Franklin Galipeou, Jr	George J. Ellwood	....	802 985-2342
South Burlington*	CM	10	Michael D. Flaherty 5/75	William Szymanski 71	Helen D. Paquin	....	Melvin Bud Monell	Richard G. Carter	Albert C. Audette	802 864-5630
Springfield t*	CM	10	Richard A. Moore 3/75	Paul T. McCarthy 72	Bernard Emerson	Bernard Emerson-3	Darrell Sinon	Sherman Martin	Clifford Taft	802 885-2104
Swanton t	TM	5	(not reporting)							802 868-4421
Swanton v	CM	3	....	Orman E. Croft	Regina Reynolds	....	Don G. Bell	Howard Ryan	Harvey Amilhat-5	802 868-4421
Troy t*	CM	1	Robert A. Starr 75	Howard Cota 74	Maurice L. Titus	Maurice L. Titus	Kenneth Sanville	James Murphy	....	802 988-2663
Waterbury t*	CM	5	Craig S. Parker 77	Douglas J. Finlay 70	Rita M. Poulin	Stanley R. Chase	....	....	....	802 244-7033
Waterbury v	CM	3	Robert O'Brien	Douglas J. Finlay 76	Rita Poulin	Edgar Jewett	Francis Wilder	Joseph Sprano	....	802 244-8447
West Rutland t*†	CM	2	....	Smith C. Horner 68	....	....	....	....	....	802 438-2977
Williamstown t*	CM	2	Norman Holbert 3/75	Roy Kane 72	Helen Murray	....	Irvin Stephenson	Irvin Stephenson	....	802 433-5455
Williston t	TM	3	....	....	Arlene H. Degree	Harold J. Lyon	....	....	....	802 878-5121
Wilmington t*	CM	1	....	Robert B. Grinold 74	Earlene Fitch	....	John Willard	....	Andrew Crawford	802 464-8591
Windsor t*	CM	4	....	William Blaisdell 55	....	....	....	....	....	802 674-2560
Winooski*	CM	7	Dominique Casavant 3/75	E. Wendell Aske 73	Leo P. Decarreau-3	....	Maurice Blanchard	Donald Savard	....	802 655-3908
Woodstock t*	CM	3	Roger G. Smith	Robert G. Horne 73	Fred A. Doubleday	Sidney Merill	Eric Page	Paul West	Robert G. Horne	802 457-3456
Woodstock v*	CM	1	Keith W. Nilges	Robert G. Horne 73	Adrian A. Paradis	Sidney Merril	Eric Page	Elio A. Paglia	Robert G. Horne	802 457-3456
VIRGINIA (86)										
Abingdon t*	CM	4	George W. Summerson 6/76	Brent Remsburg 72	Brent Remsburg	....	H. M. McCormick, Jr.	William S. Phillips	....	703 628-3167
Alexandria*	CM	111	Charles E. Beatley 6/76	Keith F. Mulrooney 74	Mrs. H. Vickers	Howard Holton	Milton T. Penn, Jr.	John B. Holihan	Dayton L. Cook	703 750-6000
Altavista t*	CM	3	J. E. Burton, III	W. L. Dickerson, Jr. 71	Mrs. B. C. Smither	....	Bruce P. Harris	H. L. Smith	Harry W. Warden	703 369-5001
Appalachia t*†	CM	2	J. W. Kibler 8/76	E. E. Brooks 70	W. D. Collins	E. E. Brooks	Robert Anderson	C. S. Blair	E. E. Brooks	703 565-1174
Arlington County*	CM	174	Joseph S. Wholey 12/74	Bert W. Johnson 62	Dottie Bowen	Joseph W. Weiss	Robert F. Groshon	Roy C. McLaren	....	703 558-2401
Ashland t*	CM	3	Meade A. Jones 76	H. D. Shaver 72	John C. Stevenson	H. D. Shaver	Charles R. White	H. D. Shaver	H. D. Shaver	703 798-6081
Bedford*	CM	6	B. W. Saunders 6/76	D. K. Cook 73	E. P. Armontrout	Emmett P. Armontrout	J. H. Howard	M. T. Harrison	L. R. Graham	703 586-8974
Berryville t*	CM	2	Garland M. Canter 6/76	John L. Enders 62	John L. Enders	John L. Enders	J. Fred Jones	Robert L. Willingham	....	703 955-1099
Big Stone Gap t*	CM	4	Tom Pierce	Larry M Couch 72	Joyce M. Caldwell	Larry M. Couch	W. R. Mumpower	Richard G. Safford	Noel P. Beach-5	703 523-0115
Blacksburg t*	CM	9	John M. Barringer, Jr 6/78	Wm. R. Cook 69	Rachael P. Brown	Rachael P. Brown	Allen Price	Robert G. Broyles	Robert Timberlake	703 951-1313

Blackstone t*	CM	3	W. I. Moncure	E. T. Freed 69	Ercelle P. Dewey	E. T. Freed	O. H. Bowman	L. B. Farley	Glenn Hart	703 292-7251
Bluefield t*	CM	5	James H. Jones 6/76	Max E. Bowen 73	M. E. Bowen	Clyde W. Bowling-3	E. L. Honaker	Jack W. Asbury	W. N. Lambert-4	703 326-1214
Bridgewater t	MC	3	Walter L. Hodges 9/76	Bob F. Holton 73	Frances B. Suter	Nancy Price	Dallas Hensley	George Harvey	Bob F. Holton	703 828-3390
Bristol*	CM	15	R. L. Light, Jr. 7/75	Hugh G. Cooper 68	Emmett M. Hoover-1	. . . .	Jack C. Lee	John W. Stover	W. A. Stephenson	703 466-2221
Buena Vista*	CM	6	Shuler Kizer 7/76	Harold A. Gesell 74	Mary B. Foster	John L. Gilbert	Charles Phelps	Erskin K. Campbell	Roy Coleman-5	703 261-6121
Charlottesville*	CM	39	Charles Barbour 7/76	Cole Hendrix 71	J. S. Rush, Jr.	J. S. Rush, Jr.	Julian Taliaferro	John Bowen	Guy B. Agnor, Jr.	703 296-6151
Chase City t	MC	3	William E. Keel 8/76	Burnley W. Taylor	Joan H. Creedle	Hilda N. Reese	Hunter E. Gurley	Fred A. Parsons	Jack Pruett, Jr.	703 372-5136
Chatham t*	CM	2	J. Haywood Crider 9/76	Paul J. Harold 72	Inez Shields	Inez Shields	Landon Worsham	William D. Thomas	Silas Moore	703 432-8153
Chesapeake*	CM	90	Mrs. M. P. Whitehurst 8/74	D. S. Curling 71	Mrs. O. B. Williams	J. A. Sibley	R. G. Bagley	R. A. Lakoski	D. J. Boyd	703 547-6166
Christiansburg t*	CM	8	Ellis P. Bucklen 9/78	John E. Lemley 56	Frank P. Barsch	J. B. Hornbarger	James W. Epperly	G. A. Teel	R. M. Gearhart	703 382-6128
Clifton Forge*	CM	6	Robert Joe Anderson	M. A. Barnes 71	L. K. Taylor	. . . .	N. W. Rice	Dorsey G. Huffman, Jr	C. H. Peterson	703 863-5091
Colonial Heights*	CM	15	John J. Radcliffe	Allen M. Perkins 73	Dolores Elmore	Joseph N. Black	R. E. Williams, Jr.	R. B. Ellison	. . . .	703 526-4711
Covington*	CM	10	James L. Jamison	W. Robert Herbert 74	Lucille Lydiatt	Ray Heironimus	James Williams	Donald Leet	William H. Graham	703 962-4984
Crewe t*	CM	2	S. W. Covington 6/76	C. A. Riser 69	C. A. Riser	C. A. Riser	Carlton Moore	R. L. Staylor	V. C. Bozeman	804 645-9453
Culpeper t*	CM	6	J. B. Carpenter, Jr. 8/76	Claude W. Huffman 67	Robert S. McClary	Gloria C. Mills	C. Marshall Seale	Roy F. Jamison	. . . .	703 825-4700
Danville*	CM	46	Robert H. Clarke 8/74	James W. Lord 71	Aubrey D. Dodson	Aubrey D. Dodson	W. C. Bray	T. Neal Morris	Gus W. Dyer, Jr.	703 792-9211
Emporia*	CM	5	James A. Kirkland 6/76	Robert K. McCord 68	Nell Mitchell-2	. . . .	Maurice E. Pollard	Elmer L. Grizzard	W. S. Chaplin	804 634-3332
Fairfax*	CM	22	Nathaniel F. Young 6/76	George E. Hubler 74	Mrs. D. L. Wilkinson	Lloyd Prosise	Harold E. Dailey	Murray Kutner	James Shull	703 273-7900
Falls Church*	CM	11	Harold L. Miller	Harry E. Walls 64	Mary C. Gallagher	Clarence E. Eckart	Bruce V. Turner	John E. Drass	Donald S. Frady	703 532-0800
Farmville t*	CM	4	J. David Crute 78	T. W. Bloomfield 61	Robert M. Hazelwood	. . . .	Phillip Gay	Otto S. Overton	J. Wilson Harper	703 392-5686
Franklin*	CM	7	John A. Murray 7/76	Harold S. Atkinson 56	Harold S. Atkinson	H. S. Atkinson	James M. Wagenbach	William G. O'Brien	David L. Jones, Jr.-4	804 562-4188
Fredericksburg*	CM	14	Edward H. Cann 9/76	F. Freeman Funk 55	Martha M. Beck	F. Freeman Funk	W. T. Rollins	R. W. Coble	Allen T. Ramsay	703 373-5011
Front Royal t*	CM	8	William Lillard, Jr. 6/76	Walter M. Duncan 63	Vernon T. Macturk	. . . .	Warren A. Turner	Charles V. Rutherford	. . . .	703 635-3111
Galax*	CM	6	John Vaughan 7/76	W. Harold Snead 71	W. Harold Snead	James Galyen, Jr.	Joe Crackett	Nelson Lineberry	Dillard Akers	703 236-3441
Glasgow t*	CM	1	J. D. Parnell 6/76	E. A. Shepherd 67	E. A. Shepherd	. . . .	James McFadden	Bennie M. Rice	. . . .	703 258-2246
Grundy t*	CM	2	Percy V. Dennis, Jr 8/76	John Flaenor, Jr. 74	Dample Estep	. . . .	E. E. Dixon	Grat V. Cole	Don Hawks	703 935-2873
Hampton*	CM	121	Ann H. Kilgore 7/76	C. E. Johnson 56	C. E. Johnson	Darius Cook	Bonnie Renn	Pat G. Minetti	Frank Miller, Jr.	703 723-6011
Harrisonburg*	CM	15	Roy Erickson 8/74	Marvin B. Milam 69	N. Arlena Loker	M. A. Firebaugh	J. W. Humes	J. F. Ritchie	John Driver	703 434-6776
Herndon t*	CM	4	R. Gary Lopp 6/76	Robert S. Noe, Jr. 72	Dorothy V. Wise	. . . .	. . . .	Walter R. Bishop, Sr.	F. H. Doe, Jr.	703 437-1000
Hopewell*	CM	23	Harold A. Butterworth 6/78	Arthur L. Lane, Jr. 66	Mrs. I. G. Drake	Mrs. I. G. Drake	Edward L. Bell	E. Beal Minter	. . . .	703 458-1281
Lebanon t*	CM	2	A. G. Griffith, Jr. 8/76	Richard Cozzolino 66	. . . .	. . . .	Millard Kiser	Con F. Rasnick	. . . .	703 889-3191
Leesburg t*	CM	5	G. Dewey Hill 6/76	James W. Ritter, Jr. 63	Dorothy B. Rosen	Marvyn C. Timberlake	. . . .	James M. Kidwell	Juan F. Chaves	703 777-2420
Lexington*	CM	8	Charles F. Phillips, 6/75	John V. Doane 72	Martha M. Dudley	. . . .	Edward Painter	A. E. Rhodenizer	. . . .	703 463-7133
Luray t*	CM	4	Thomas E. Speake 7/76	Dempsey H. Stokes	Ethel Vaughan	Gladys B. Rowe	Dan Seal	Harry S. Farrar	Kirby L. Shank	703 743-5511
Lynchburg*	CM	54	Leighton B. Dodd 8/74	David B. Norman 70	Richard A. Berry	E. T. Pettigrew-1,2	Woodrow W.	John K. Swan	Max T. Palmer-5	703 847-1400
Manassas t*	CM	9	Harry J. Parrish 7/76	C. M. Moyer, Jr. 73	Ralph H. Moore	Lewis J. Carper	Stewart Vetter	Bernard R. Reed	Clyde D. Wimmer	703 361-4104
Manassas Park t	CM	7	Roger J. Costello 9/75	. . . .	Nellie M. Lytle	. . . .	Tildon Brown	. . . .	Vincent Fogle-5	703 368-8077
Marion t*	CM	8	W. W. Scott, Jr. 6/76	Roy S. Helms 63	Mrs. C. A. Stump	. . . .	. . . .	. . . .	. . . .	703 783-4113
Martinsville*	CM	20	Francis T. West 9/74	Thomas B. Noland 66	W. Holladay Yeaman	W. Holladay Yeaman	John Lloyd Gregory	Francis A. Gard, Sr.	George W. Brown	703 638-3971
Narrows t*	CM	2	Harry C. Ragsdale 7/76	James W. Heatwole 72	C. T. Lloyd	Lois M. Arrington	E. M. Tabor	Sam F. Montgomery	Steve Balarzs	703 726-3020
Newport News*	CM	138	Harry E. Atkinson 6/78	W. E. Lawson, Jr. 65	Louisa M. Schmid	P. A. Curtis, Jr.	C. L. Kagley	Howard B. Blackmon	J. L. Womack, Jr.	703 247-8411
Norfolk*	CM	308	Irvine B. Hill 6/76	G. Robt House, Jr. 71	Louis S. Hudgins	J. D. Clowers	L. B. Wilson	Arlyn J. Brown	Chester A. Lewis	804 441-2471
Norton*	CM	4	Ike Fulks 6/76	Milas D. Franks 71	Jo Nosler	Milas D. Franks	Earle Brown	W. A. Jonas	Carl W. Lawson	703 679-1160
Orange t*†	CM	3	. . . .	E. L. Lax 71	. . . .	. . . .	. . . .	. . . .	. . . .	703 672-1020
Pearisburg t*	CM	2	C. J. Taylor 6/78	Daniel W. Hickey, III 71	Mable Hale	Mable Hale-3	. . . .	Earl L. Martin, Sr.	Glen W. Allen	703 921-1222
Petersburg*	CM	36	Remmie L. Arnold, Jr. 7/76	L. Z. Johnston, Jr 68	Walter L. Parrish	Hubert H. Shiner, Jr	John C. Gwaltney	Marion A. Lewis, Jr.	Richard D. Hartman	703 733-6131
Poquoson t*	CM	5	J. K. Bunting 7/79	Geo W. Dickerson 72	Dowell White	. . . .	Jack W. Holloway	John W. White	John Drake-4,5	804 868-7141
Portsmouth*	CM	111	Richard J. Davis 6/76	Phin E. Horton, III 74	R. D. Ottavio	R. T. Williams	Odell Banton	. . . .	Ellis B. Hilton	804 393-8641
Pulaski t*	CM	10	Raymond F. Ratcliff 9/74	J. E. Marshall 68	Mrs. G. Dalton	J. L. Patterson	William A. Hall	H. B. Childress	E. L. Early	703 980-1000
Radford*	CM	12	Charles Charlton 6/76	A. Kyle Roop 74	Roy I. Lloyd-1	Paul Spangler	Calvin C. Whitt	W. D. Lorton, Jr.	Charlie J. Franklin-5	703 639-2681
Richlands t*†	CM	5	. . . .	C. P. Mahaffey 70	. . . .	. . . .	. . . .	. . . .	. . . .	703 964-4128
Richmond*	CM	250	Thomas J. Bliley, Jr.	Wm. J. Leidinger 72	William T. Walls	Robert T. Fary	J. F. Finnegan, Jr.	Frank S. Duling	C. F. Wilkinson	703 649-4000
Roanoke*	CM	92	Roy L. Webber 8/76	Byron E. Haner 73	Virginia L. Shaw	A. N. Gibson	Carl C. Holt	M. David Hooper	Richard B. Turpin	703 981-2333
Rocky Mount t	MC	4	(not reporting)							703 483-5243
Salem*	CM	22	Clinton Slusher	W. J. Paxton, Jr. 68	Randolph M. Smith	W. J. Paxton, Jr.	Ronald T. Hartman	George T. Eades	J. E. Yates	703 389-8601
Saltville t	CM	3	(not reporting)							703 496-4611
Smithfield t*	CM	3	C. M. Beale, Jr. 5/78	Elsey Harris, Jr. 73	Frances A. Martin	Frances A. Martin	R. J. Little, Jr.	Richard E. Cochran	Wm. Russell Batten	804 357-3247
South Boston*	CM	7	S. S. Patterson 8/74	J. A. Houghton 56	J. A. Houghton	S. V. Saunders-3	L. W. Osborne	B. H. Covington	. . . .	703 572-3621
South Hill t*	CM	4	H. S. Montgomery 76	H. E. Bailey 60	H. E. Bailey	Barbara H. Hudson	Archie Dishmon	G. R. Tolbert	C. W Ezell	804 447-3191
Staunton*	CM	25	Richard A. Farrier 8/74	Edwin D. Martin 68	Bette W. Herr	A. Stephen Fultz	G. L. Chandler	J. M. Boyers	A. O. Dunn	703 885-1251
Strasburg t*	CM	2	Robert L. Funk, Jr. 6/76	Wayne G. Reed 71	Virginia N Miller	Wayne G. Reed	P. D. Mowery	Roger J. Ramey	Wayne G. Reed	703 465-5230
Suffolk*	CM	46	James F. Hope 6/76	Peter F. Lydens 73	Henry C. Murden	Richard R. Johnson	J. S. Carter	Henry Mundie	E. Wayne Rountree	703 539-2351
Tappahannock t*	CM	1	George C. Clanton 6/76	James F. Moore 67	Peggy G. Davis	James F. Moore	Harry T. Gladding	James F. Moore	James F. Moore	804 443-3336
Tazewell t*	CM	4	E. S. Wallace 6/76	C. R. Necessary 67	Lucy Cruey	. . . .	Edgar Akers	Frank Plummer	Charlie Puckett	703 988-2501
Victoria t*	CM	1	J. W. Averill 7/76	Robert W. Williams 65	Hazel J. Abbitt	Estha T. Scoggin	E. W. Gee	N. R. Isherwood	S. M. Powell	804 696-2343
Vienna t*	CM	17	Joseph R. Spriggs 6/76	C. Clay Harrell 63	Mrs. L. M. Hall	W. Gordon Brady-3	Charles C. Singleton	Vernon L. Jones	Hector L. Allen-4	703 938-8000
Vinton t*	CM	6	G. W. Nicks 6/78	Ronald H. Miller 74	Ayles Brogan	. . . .	F. W. Spradlin	C. F. Irby	F. W. Spradlin	703 345-2605

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
VIRGINIA (86) continued										
Virginia Beach*	CM	172	J. Curtis Payne 6/76	George Hanbury 74	Richard J. Webbon	Giles G. Dodd	Harry Diezel	William W. Davis	William W. Fleming	804 427-4242
Warrenton t*	CM	4	J. Willard Lineweaver 6/76	E. L. Brower 62	Mary C. Matteo	Walter I. Henson, Jr	Aubrey E. Jenkins	H. B. Jones	....	703 347-1101
Waynesboro*	CM	17	Ben B. Scott	Charles T. Yancey 56	Mrs. B. B. Nichols	Schuyler M. Giles	K. M. Frost	C. H. Benson	H. Jax Bowman	703 942-8305
West Point t	CM	3	William T. Robinson 6/76	R. C. Campbell	Mary S. Dunn	Mary S. Dunn	....	Charles E. Carlton	R. C. Campbell	804 843-3330
Williamsburg*	CM	9	Vernon M. Geddy, Jr.	Frank Force 67	Lois S. Bodie	Calvin R. Johnston	Alvin Robertson	A. L. Rutherford	Frederick C. Allison	703 229-4821
Winchester*	CM	15	Stewart Bell, Jr. 9/76	Wendell L. Seldon 67	Peyton J. Marshall	B. M. Perrero-1	John J. Hawse	A. Warren Rudolph	Lanny L Branner-4	703 667-1815
Wise t*	CM	3	E. D. Vicars 7/76	J. D. Mullins, Sr. 71	....	E. D. Vicars	Dennis Kelly	James D. Kilgore, Jr.	Jessie Castle	703 328-6187
Woodstock t*	CM	2	O. L. Burkett 6/78	J. H. Blount, Jr. 68	Dorothy Lambert	Dorothy Lambert	Joseph D. Hottle	Garland E. Weaver	Robert L. Neff	703 459-3621
Wytheville t*	CM	6	Carl E. Stark 8/78	Carter W. Beamer 47	Diane C. Harrah	J. Heath Semones	O. C. Cox	James T. Davidson	W. H. Jones	703 228-3111
WASHINGTON (88)										
Aberdeen	MC	18	Walt Failor	....	Francis Peck	William Waara	Zane Mitchell	Leslie Kennedy	Robert Salmon	206 533-4100
Anacortes*	CM	8	James Rice 12/75	Charles Davenport 73	Kathryn Lowry	....	Loren Bowen	Pete Dragovich	David M Ford, Jr.	206 293-5171
Auburn	MC	22	Stanley P. Kersey 1/78	....	Dawn Hodson	Frank Shepard	R. K. Calkins	Larry Scyler	Keith P. Nevins	206 833-6050
Bellevue*	CM	61	Richard M. Foreman 1/76	L. Joe Miller 60	Patricia K. Weber	Richard L. Saunders	Dave McAllister	Nicholas J. Giardina	Ronald Kuchenreuther	206 455-6800
Bellingham	MC	39	Reginald W. Williams 1/76	Allan W. Lucas 73	Donald K. Hoffman	Donald K. Hoffman	Jack Baker	John C. Burley	Theron L. Martin	206 676-6800
Bonney Lake t*	CM	2	(not reporting)							206 863-6318
Bothell*	CM	6	William H. Schatz 11/77	Geoffrey Ethelston 74	Betty Keeney	Nancy Crossley	Clint McKinney	Jim McMahon	Marvin S. Schroeder	206 486-3256
Bremerton	CO	35	Glenn K. Jarstad 1/78	....	Gerald C. Yeadon, Sr.	Robert B. Stewart	Donald S. Holtine	Edwin A. Schlie	Fred S. Schoneman	206 478-5290
Brier	MC	3	J. L. Chandler 11/77	....	Geraldine Kotzerke	....	....	Donald G. Ihly	....	206 775-5440
Buckley t	MC	3	(not reporting)							206 829-1921
Burlington	MC	3	Harry R. Ethington 12/75	Arnold M. Hansen	Evelyn Fischer	Arnold M. Hansen	Theodore N. Banta	....	Arnold M. Hansen	206 755-3393
Camas	MC	6	Tom Toolson 12/75	....	Dale E. Scarbrough	Dale E. Scarbrough	DeLoy Little	Glendale Sinclair	Lewis Angelo	206 834-2462
Centralia	CO	10	Donald A. Naismith 1/76	....	Lloyd Hackett-2	Gary Ely	Richard Lee	Kenneth Payne	Edward F. Conzatti	206 736-5827
Chehalis	CO	6	Ray P. Melhart 1/76	....	Margaret McChord	....	....	....	....	206 748-6664
Chelan t	MC	2	Phillip A. Goodall 1/76	....	Diane M. Jenks-3	....	....	Lell Phelps	Matthew Russell-4,5	509 682-2713
Cheney	MC	6	Gerald A. Blakley 1/78	Charles N. Earl 74	Lillian E. Hines	Charles N. Earl	....	Jerome Garoner	Ted Edgett	509 235-6211
Clarkston	MC	6	David T. Justice 11/75	....	Leonard Brunelle	Betty Eckman	Robert Berreman	Robert Anderson	Don Ross	509 758-5541
Clyde Hill t	MC	3	Lib Tufarolo 75	....	Mavis Hanson	A. Sidney Hanson	....	Lawrence Hamilton	....	206 454-2351
Colfax	MC	3	L. D. Aiken 12/75	Art Anderson	Lester Organ	Marguerite Cain	James Krouse	Rolland Watts	....	509 397-3861
College Place	MC	5	Kenneth R. Hartwig 12/77	....	Edna L. Barrett	....	Emanuel Rudolf	....	Chas. B. Chamberlain	509 529-1200
Colville	MC	4	Eugene D. Scamahorn 12/75	....	....	....	Bill Bronson, Jr.	Robert Cole	....	509 684-4359
Dayton	MC	3	(not reporting)							509 382-2361
Des Moines*	CM	4	Delbert Parsons 11/74	....	Marie Sovold	Marie Sovold	....	Chester Averyt	Edward J. Stair-4	206 878-4595
Edmonds§	MC	24	Harve Harrison 11/75	R. L. Whaley 71	Irene Varney Moran	J. A. Tuttle	Jack Cooper	Marlo Foster	J. Herb Gilbo	206 775-2525
Ellensburg*	CM	14	Earl M. Clark 1/76	Leland F. Kraft 69	Gertrude Erickson	James Christie-1,2	William E. West	John L. Larsen	Tom Chini-4,5	509 962-9863
Enumclaw	MC	5	Fred C. Farman 12/76	Lynn Karl Nordby 73	Margaret High	....	Henry Holt	Bruce Guenther	Lynn Karl Nordby	206 825-3591
Ephrata	MC	5	Robert E. Ping 1/76	....	D. L. McKinnon-1,2	....	....	....	....	509 754-4601
Everett	CO	54	Robert C. Anderson 1/78	George Eastman	Elmer J. Lewis	Gordon R. Hey	Reino T. Watson	Edward Sylte	Marvin C. Haglund	206 259-8755
Fircrest t	MC	6	Robert E. Mills 11/77	Roy H. Murphy, Jr.	R. H. Murphy, Jr.	R. H. Murphy, Jr.	Harry A. Moe	Byron W. Stensen	....	206 564-8900
Grandview	MC	4	....	....	....	....	John A. Beth	George H. Miller, Sr.	....	509 882-1237
Hoquiam	MC	10	J. E. McGuire 12/75	....	Geraldine DeWees	Geraldine DeWees	Robert Wiley	....	Donald Hertzog	206 532-9330
Issaquah	MC	4	Herbert G. Herrington 12/77	....	Jerald L. Osterman	Jerald L. Osterman	Gordon Crosby	Ronald C. Prosise	Ingi Johnson	206 392-6477
Kelso*	CM	10	Joe Wenaweser 1/78	Marshall Bingham 71	Shirley Heitzmann	Shirley Heitzmann	C. W. Jackson	Lyn T. Stoutt	Arnold Loesch	206 423-0900
Kennewick*	CM	15	Lawrence Mabry 1/76	Arthur H. Colby 69	Paula F. Dahm	Franklin Thayer	James I. Deines	O. C. Lincoln	Ervin Bader-4	509 586-4181
Kent§	MC	22	Isabel Hogan 1/77	Joseph Street 68	Marie Jensen	Gerald Winkle	Thomas Foster	Dave McQuery	Gerald Ulett-4	206 852-2411
Kirkland*	CM	15	Robert L. Neir 1/76	Allen Locke 65	Thomas Anderson	Thomas Anderson	Robert Ely	Harold Doss	Arthur Knutson	206 822-9271
Lacey*	CM	10	William A. Bush 12/75	Robert K. Williams 74	Timothy McGuire	....	Floyd Pugh	James R. Land	Norman Krueger-4,5	206 491-3210
Lake Forest Park	MC	3	(not reporting)							206 364-7711
Longview*	CM	28	R. J. McCollough 1/76	J. Walter Barham 68	Gale D. Craddock	Gale D. Craddock	Floyd E. Grant	Kermit E. White	Lloyd Inman	206 425-6700
Lynden	MC	3	Jim Van Andel 1/78	....	Marjorie Phillips	Minta Williamson	Gordon Brink	Donald Powers	W. Kirkpatrick-4,5	206 354-4270
Lynnwood	MC	17	Meryl J. Hrdlicka 1/78	Marvin J. Listoe	....	Robert W. Noack	Ken G. Montgomery	Albert L. Glandt	William E. Nims-4	206 775-1971
Marysville	MC	4	Glenn French 12/75	Kenneth Hall 74	Shirley Wiester	Shirley Wiester	Richard Murdock	R. L. Sizemore	....	206 659-3461
Medical Lake t	MC	4	Fritz Gilbreth 1/78	....	Georgette Schultz-3	....	Ralph Tyson	Ray Ballance	Clarence Stillar	509 299-3641
Medina*	CM	3	Edward Watton	Bernice Sowden 72	Gloria Doble	Bernice Sowden	....	Albert L. Anglin	....	206 454-9222
Mercer Island*	CM	20	Ben J. Werner 1/76	Donald L. Hitchman 61	Robert C. Weiss	Robert C. Weiss	Cecil Little	Jan P. DeVeny	Russell D. David	206 232-6400
Milton t	MC	3	James L. Allen 1/78	Wayne D. Mayhall	....	W. D. Mayhall	C. Shinn	L. W. Pregnall	Robert J. Smart	206 922-8733
Monroe t	MC	3	Grace Kirwan 78	....	Betty King	....	James Crawford	D. C. Nauman	....	206 794-7400
Montesano†	MC	3	Fred M. Easter 75	....	Clayton L. Pierce	....	Howard Carter	Charles Mero	Robert Manley	206 249-3021

Moses Lake*	CM	10	Gordon M. Ebbert 1/76	Chester Waggener 60	Rick. R. Gagnier	Rick R. Gagnier	Russell Beeman	Wayne C. Baker	. . . .	509 765-5655
Mount Vernon†	MC	9	Jack D. Miller	. . . .	Thelma F. Zamzow	. . . .	Herbert M. Hofstad	Charles A. Belgard	. . . .	206 336-6168
Mountlake Terrace*	CM	17	Dan Coulter 1/76	Robert G. White 67	Jane Steenis	Jane Steenis	Donald Garberg	Robert Fox	Carl Rautenberg-4,5	206 776-1161
Normandy Park*	CM	4	William E. Dennis 12/75	Richard W. Deming 74	Margaret C. Lane	Connie J. Baccetti	. . . .	Ira T. Goode	. . . .	206 824-2600
Oak Harbor	MC	9	(not reporting)							206 675-2237
Ocean Shores*	CM	1	J. K. Lewis 1/76	Robert M. Ford 72	Helen Bergan	Helen Bergan	William McDeavitt	Gale Stokes	Doug Hoflin	206 289-2486
Olympia§	CO	23	Tom Allen	G. E. Marshall 58	G. E. Marshall	G. E. Marshall	Otto Jensen	Chester W. Breuer	Allen Kimbel-4	206 753-8344
Omak	MC	4	Clarence Nash 12/77	. . . .	Clara M. Neal-2	Clara M. Neal-2	Hugh L. Miller	Dean A. Randall	Everett A. Philips-4	509 826-1170
Othello	MC	4	Lyall H. Menser 1/78	. . . .	Judith M. Hawley	. . . .	Neil E. Wright	Lewis F. Johnson	E. C. Meek	509 488-2657
Pasco*	CM	14	Donald D. Linton	Harry D. Kinzer	. . . .	Harry D. Kinzer-2	John Hager	Al Tebaldi	Irv Kau-5	509 545-3000
Port Angeles*	CM	16	C. Vernon Basom 1/76	Hal Puddy 71	Marian C. Parrish	Harvey H. Henderson	Kenneth Cameron	Harry Kochanek	John B. Warder-4	206 457-0411
Port Orchard	MC	4	Paul D. Powers, Jr. 1/76	. . . .	Robert G. Lloyd	. . . .	Alvie Weatherill	Gale Dow	Leslie C. Knobbs	206 876-4407
Port Townsend	MC	5	Joseph B. Steve 1/76	. . . .	Monty D. McCoy	. . . .	Robert Jones	John Doubek	. . . .	206 385-3333
Prosser	MC	3	Murl F. Smith 1/76	Walter M. Titus 73	Helen P. Carrell	Lelah A. Fiker	Roger L. Elliott	Melvin E. Walker	. . . .	509 984-5781
Pullman§	MC	21	Jim Dunne 1/76	Larry J. Larse 68	J. W. Towne	Mary Cook-1,2	Robert A. Anselmo	Robert A. Anselmo	Gerald M. Hendricks	509 564-1294
Puyallup*	CM	15	William S. Stoner 1/76	Albert R. Sabine 67	Paul Androes	Paul Androes	Eugene Hempel	James Rooker	John Winden	206 845-1755
Quincy t	MC	3	(not reporting)							509 787-3523
Raymond	CO	3	Marshall L. Briggs 75	. . . .	Ronald L. Hatfield	William Christensen	Rance Freeman	Howard Funkhouser	Robert B. Britton	206 942-3012
Redmond	MC	11	Selwyn L. Young 1/76	. . . .	Eleanor J. Hayden	Paul F Kusakabe	Ronald W. Haworth	Robert A. Sollitto	Frank C. Hansche, Jr.	206 885-2300
Renton	MC	25	Avery Garrett 11/75	Donald E. Stark 74	Delores Mead	Gwen Marshall	Richard Geissler	Hugh Darby	Warren Gonnason	206 235-2500
Richland*	CM	26	Lane A. Bray 1/76	Larry R. Coons 72	Edith A. Burnley	Homer Dellinger	David Walsh	David Walsh	Richard Weaver	509 943-9161
Seattle	MC	531	Wes Uhlman 1/78	. . . .	C. G. Erlandson-2	C. G. Erlandson-2	Jack N. Richards	Robert Hanson	Gordon Vickery	206 583-2794
Sedro-Woolley	MC	5	William O. Pearson 12/75	. . . .	Patricia A. Nicholson	A. A. Freeman	Thomas E. Oakes	James L. Williams	Thomas E. Oakes	206 855-1011
Selah t§	MC	3	Frank Rowland 12/77	Kenneth S. Whorton 72	Delores L. Smith	K. S. Whorton	John Soden	Jack Green	Dwain Jones	509 697-7214
Shelton†	CO	7	F. A. Travis 1/76	. . . .	Helen W. Stodden	David Kneeland	Allan Nevitt	Frank Rains	Michael J. Byrne-5	206 426-4491
Snohomish*	CM	5	William E. Connor 1/76	Rudolf Gast 73	Phillip E. Dexter	Phillip E. Dexter	Charles D. Walsh	David J. Perrault	Clarence R. Floyd	206 568-3115
Spokane*	CM	171	David H. Rodgers 1/78	F. S. Fulwiler 63	Alvin G. Espe	Victor G. Cole	A. L. O'Connor	Wayne A. Hendren	Glen A. Yake-4	509 456-3232
Steilacoom t	MC	3	Lyle R. Dunkin 1/78	. . . .	Bert E. Pettitt-2	. . . .	Joel Anderson	John Micone	Lee Kalles	206 588-3490
Sumner	MC	4	Everett Foster 1/78	. . . .	Loretta Guerrini	Carl Faulk	Tom Myers	Ronald G. Hyland	Lawrence Kuss-5	206 863-5263
Sunnyside*	CM	7	Jerry E. Taylor	Louis W. Odermott 69	D. G. Tucker	. . . .	Mike Pilot	Lawrence E. Ward	R. M. Hemenway-5	509 837-3782
Tacoma*	CM	155	Gordon N. Johnston	Wm. V. Donaldson 71	H. B. Bond	C. E. Mittelstaedt	James W. Reiser	Lyle Smith	Robert G. Anderson	206 593-4583
Toppenish*	CM	6	Fred K. Mutch 11/74	Bill R. DaVee 74	Maurine Seefeldt	. . . .	Ronald H. Kramer	Curtis N. Larson	Roy Snyder	509 865-2080
Tukwila	MC	3	Frank Todd 12/75	. . . .	Shirlee A. Kinney	Shirlee A. Kinney	Hubert Crawley	John Sheets	Steve Hall-4,5	206 242-7150
Tumwater t	MC	5	Wesley L. Barclift 1/77	. . . .	Mary J. Benson	Mary J. Benson	E. F. Ridgeway	E. E. Dennis	James G. Brown	206 357-6466
Vancouver*	CM	42	Jim Gallager 1/76	Alan N. Harvey 69	Keith Shawlee	Royce Lawrence-2	James M. Brown	Peter V. Carlsen	Garth Anderson	206 696-8121
Walla Walla*	CM	24	John D. Swank	Larry L. Smith 66	Daniel J. Hedges	James Smith	George H. Williams	A. L Watts	John M. Lang	509 525-1720
Wapato†	MC	3	. . . .	. . . .	. . . .	. . . .	. . . .	Robert Wilson	. . . .	509 877-2334
Washougal t	MC	3	(not reporting)							206 835-5556
Wenatchee	CO	17	John C. Grover 1/77	. . . .	David J. Thrush	David J. Thrush	Glen O. Harris	C. L. Haynes	Chester E. Murray	509 663-0551
Yakima*	CM	46	Bert Broad 1/76	Craig McMicken 67	Iris Litzenberger	Leonard Crose	Matson Young	H. Jack Larue	David J. Vargas	509 248-2620

WEST VIRGINIA (54)

Beckley	MC	20	John H. McCulloch 6/75	. . . .	Larry Franklin Stover	Larry Franklin Stove	Cecil P. Connor	Thomas C. Durrett	James F. Calvert	304 252-8671
Benwood	MC	3	(not reporting)							304 232-4320
Bluefield*	CM	16	C. Edwin Elliott 8/77	Fred P. Burton 71	Bea Stringfellow	Fred P. Burton	Richard Poe	Andrew L. Dodson	Wm. H. Looney, Jr.	304 325-3615
Bridgeport t	MC	5	Carl E. Furbee, Jr. 6/75	W. A. Spears, Jr.	. . . .	W. A. Spears Jr-2	Charles Lindsey	John H. Diamond	Mason W. Steele-4,5	304 842-4261
Buckhannon†	MC	7	James D. Hinkle, Jr.	. . . .	E. J. Poundstone	E. J. Poundstone	C. R. Bud Bennett	W. A. Grose	Harley A. Brown	304 472-1651
Charles Town	MC	3	D. C. Master 6/76	J. Robert Cain	Rufus Park	J. Robert Cain	K. Willingham	Perry Ott	J. Robert Cain-4,5	304 725-2311
Charleston	MC	72	John G. Hutchinson 5/75	H. Hugh Bosely 73	Kenneth L. Coghill	Frank A. Thomas, Jr.	John W. Britton	John A. Bailes	Jack A. Walsh	304 348-8000
Chester†	MC	4	Paul R. Cowey	. . . .	Richard Johnston	Richard Johnston	Rodney Coen	Joseph Cornell	. . . .	304 387-2820
Clarksburg*	CM	25	E. James Olean 6/75	Richard Barton 72	Mildred A. Zink	Donald V. Hoff	Jack Ball	Sam Paletta	Richard Davis	304 623-2936
Dunbar	MC	9	Frank B. Leone 6/77	. . . .	Ova H. Tolley	Ova H Tolley	Harold Hammack	Daniel W. Carter	C. R. Dunlap	304 768-2331
Elkins	MC	8	James P. Gladkosky 3/75	. . . .	Stanley K. Armentrout	. . . .	Frank Moore	Bruce Roy	James Lewis	304 636-1414
Fairmont	MC	26	Ralph N. Steele 6/75	. . . .	Lena C. West	Harry E. Thomas	George H. Ware	Wayne A. Stutler	George A. Mason-4	304 366-6211
Fayetteville t*	CM	2	(not reporting)							304 574-0101
Follansbee*	CM	4	Adam Dalessio 6/75	Raymond L. Stoaks 64	James Mirasola	Ray Stoaks	Mario Sciarreti	Joseph F. Hart	. . . .	304 527-1330
Grafton*	CM	6	James C. Fawcett 6/75	C. Lowell Mason 74	Maxine E. Stewart	C. Lowell Mason	Bill Workman	James George	John McCue	304 265-1412
Hinton	MC	5	William J. Humphreys 6/75	. . . .	Janet L. Rush	Janet L. Rush	Leon R. Pivont, Jr.	Ira Vandall, Jr.	. . . .	304 466-3255
Huntington*	CM	74	Harold L. Frankel 7/75	Barry R. Evans 73	Florence Williams	Charles E. Via	Claude Nelson	Lawrence Nowery	Gene Weekley	304 696-5580
Hurricane v†	MC	3	W. Joe Dawson 6/75	. . . .	Ben F. Lowe Jr.	Ben F. Lowe, Jr.	John W. Chapman	John W. Smith	Ernest P. Stricklin	304 562-6821
Kenova	MC	5	Harold E. Rollins 6/75	. . . .	Letitia Alexander	. . . .	Eddie Marcum	Everett Dean	. . . .	304 453-1571
Keyser	MC	7	Irving T. Athey 6/75	. . . .	Harry P. Emmart, Jr.	H. Edward Miller	William McLucas	Harry A. Stewart	. . . .	304 788-1511
Kingwood t	MC	3	A. R. Unger 6/75	. . . .	Amy L. Snyder	Amy L. Snyder	. . . .	Lewis Galusky	Walker E. Britton-5	304 329-1225
Logan t	MC	3	Robt L. McCormick 5/75	. . . .	Violet Miller	. . . .	Fred Thompson	Herman Frazier	. . . .	304 752-4044
McMechen t	MC	3	J. Donald Krupica 6/78	. . . .	Charles F. Bowman	. . . .	W. Russell Gallagher	James F. Specht	. . . .	304 232-3140
Mannington t	MC	3	Stanley O. Perrine 3/75	. . . .	Elizabeth A. Zirkle-3	. . . .	Donald I. Wilson	David E. Wilson	. . . .	304 986-2700
Martinsburg t*	CM	15	Gene Diamond 6/76	James F. Pryde 73	Isabel F. Swope	Paul W. Shirley	Ray Lamp	R. R. Price	Jake Lenard	304 263-0808

Directory 1/9 continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
WEST VIRGINIA (54) continued										
Montgomery t	MC	3	Michael Kandel 6/76	....	John Mussetto	Michael Kandel	David Poff	William Lopez	....	304 442-8311
Morgantown t*	CM	29	Dorothy Comuntzis	James A. Ashburn 66	Patricia Stevenson	Patricia Stevenson	Robert Reader	Bennie F. Palmer	John E. Snyder-4	304 296-4422
Moundsville*	CM	14	Ralph DiRemigio 6/75	James S. Wolfe 68	Loretta J. Francis	Anna C. Worch	Oliver Jenkins	George A. Hinerman	Cecil Blake	304 845-6300
Mullens t	MC	3	(not reporting)							304 294-7132
New Martinsville t	MC	7	Gilford Frazee 6/77	....	Mary Flesher-2	Mary Flesher-2	Aaron Andy Harlan	Denver Meeks	....	304 455-2311
Nitro t	MC	8	William D. Gibson 6/76	....	Tom Melton	Tom Melton	Kenneth King	William D. Gibsob	....	304 755-3521
Oak Hill*	CM	5	J. Walter Brown 6/75	Wallace R. Bennett 53	Virginia Fox	....	Robert Via	R. W. Murdock	Wallace R. Bennett	304 469-9541
Paden City t	MC	4	Ralph Markham 1/76	....	Margaret Watkins	Vada Mylar-3	James Richmond	Archie Miller	Wm. Mylar-5	304 337-2281
Parkersburg t	MC	44	William P. A. Nicely 12/77	....	Gladys James	C. E. Murray, Jr.-2	C. Dale Pringle	Charles L. Plum	Geo. E. Oller, Jr.-5	304 485-6371
Philippi t	MC	3	Arnett Baughman	Jos. P. Mattaliano	Joseph Mattaliano	Jos. Mattaliano	Tommy Poling	Arthur Vowls	....	304 457-3701
Point Pleasant	MC	6	John C. Musgrave 6/75	....	Patty Burdette-2	Patty Burdette	Melvin O. Johnson	James F. Gaskins	Charles G. Jones	304 675-2360
Princeton*	CM	7	George Santon 6/75	Richard M. Ellis 73	Virginia Wohlford	Richard M. Ellis	John M. Hyatt	Alfred Lucas	Carl Smith, Jr.	304 425-9546
Ravenswood t	MC	4	B. M. Chambers 6/75	....	Louise Mancari	....	Earl Wolfe	Ed Speece	....	304 273-2621
Richwood	MC	4	Merle White 7/76	Eugene Losch 74	Betty Shepard	Gene Lester	Ed Buck	John H. Ritter	J. C. Waldron	304 846-2596
Ripley t	MC	3	John W. Miller 6/75	....	Elsa Morris	Harry H. Parsons	John Landfried	Harold R. Whitehouse	Kenna Tolley-5	304 372-3482
St. Albans	MC	14	Clyde D. Alford 6/77	....	Helen Warren	Helen Warren-3	Calvert McNealy	Thomas J. Midkiff	....	304 727-2971
St. Marys*†	CM	2	....	C. C. Cunningham 58	....	....	....	....	....	304 684-2401
Salem	MC	3	Daniel F. Franklin 6/75	....	Jo Anne Davis	Jo Anne Davis	Winston Davis	Francis Swiger	....	304 782-1313
Shinnston	MC	3	(not reporting)							304 592-2121
South Charleston	MC	16	J. Alfred Poe 7/75	G. Michael Cox 74	Gordon D. Murray	Mrs. Cleo Johnson	John C. McConnell	Robert M. Dyer	Jay Conklin	304 744-5301
Vienna	MC	12	Curtis M. Uhl 6/77	....	Mrs. M. H. Mathews	Mrs. M. H. Mathews	James W. Thorn	Gary D. Deem	M. Edward Norman-4	304 295-6081
Weirton*	CM	27	Mike J. Andochick, Jr 6/75	Joseph E. Nagy 74	Alexandra Melonas	Thomas Koumaros	Clyde Maze	Andrew Olenick	James Johnson	304 748-4840
Welch	MC	4	W. B. Swope 6/76	....	H. E. Payne	H. E. Payne	Carl L. Cook	B. E. Dodson	A. C. Burks	304 436-3114
Wellsburg	MC	5	William Williams	....	Delores Antigo	Frances Poilek	Robert Kins	Donald Jackson	Douglas Hervey	304 737-2881
Weston	MC	7	Wendell E. Hayes 6/75	....	Jean Bennett	....	John H. Shea	George E. Blake	....	304 269-3422
Westover†	MC	5	John C. McKinney	....	Helen F. Dewitt	....	Charles Neely	William A. Bailey	....	304 296-6860
Wheeling*	CM	48	James J. Haranzo 7/75	Richard A. Smith 74	Jack C. Maloney	Wilson Murray	Cliff Sligar	Harry E. Bruno	Richard Smith	304 234-3694
Williamson	MC	6	Roy M. Taylor 7/76	....	June Blevins	....	Grover C. Phillips	....	Jennings Gannon-5	304 235-1510
Williamstown t	MC	3	Aubrey L. Rymer 6/75	....	M. Stanley Lacy	....	Austin Dallison	Donald E. White, Jr.	....	304 375-7761
WISCONSIN (147)										
Algoma	MC	4	Richard DeGuelle 4/76	....	Charlotte Boettcher	James Pfile	David Meyer	Mark Hoppe	Alan Groll	414 487-2163
Allouez t	TM	14	Richard W. Westring 4/75	Clarence Matuszek 68	Beverly Hewitt	Clarence Matuszek	David Zuidmulder	....(6)	Thomas Obenberger-4	414 432-5291
Altoona	MC	3	Albert J. Radcliffe 4/76	....	Lillian I. Pettis	....	Lamoine Gardow	David J. O'Donahoe	....	715 834-2808
Antigo	MC	9	Eugene J. Preboski 4/75	....	Eleanor M. Hoerman	....	Joseph A. Sterc	Robert Baraniak	Gary A. Radtke	715 623-3033
Appleton	MC	57	James P. Sutherland 4/76	....	Elden J. Broehm	Reynold L. Running	Fred J. Selig	Earl O. Wolff	Robert G. Miller	414 733-7329
Ashland	MC	10	A. R. Koehler	....	B. C. Bennett-2	James B. Bay	Walter Giese	Donald Tolliver	John Roberts-4,5	715 682-3433
Baraboo	MC	8	E. A. Madalon 4/76	....	Fred J. Effinger-2	....	Richard Romelfanger	John Bell	Harold A. Platt-4	608 356-8361
Bayside v*	CM	4	Gordon Ruggaber	Robert Zill 60	James W. Brooks	....	John A. Raduka	John A. Raduka	Ernest Cartwright	414 352-7896
Beaver Dam	MC	14	Robert H. Kachelski 4/76	....	Paul Arndorfer	Roy Erickson	H. Dan Fredrick	Douglas Randall	Bruce L. Gall	414 885-5541
Beloit*	CM	36	John W. Amend, Jr. 4/75	H. Herbert Holt 71	R. H. Calland	R. H. Calland	H. V. Christiansen	Roger D. Helser	....	608 364-4431
Berlin	MC	5	Gordon C. Jodarski 4/75	....	Louise Sedarski	....	Donald Trampf	Germain Beck	Robert C. Krause-5	414 361-0800
Black River Falls†	MC	3	Michael Anderson	....	Robert Flugstad	Robert Flugstad	Fred Schoonover	Lynn Delong	James Schoolcraft	715 284-5514
Bloomer	MC	3	Lloyd H. Joyal 4/76	....	Charles H. Cole	Charles H. Cole-3	Rolland Prince	Louis J. Reetz	....	715 568-3032
Boscobel	MC	3	Robert L. Staskal 4/75	....	John E. Ducharme	....	Robert L. Staskal	Ivan H. Adkins	....	608 375-5724
Brillion	MC	3	Clarence F. Wolf 4/76	....	Eugene Olm	....	Elver Krueger	Ruben Huntington	Larry Brown	414 756-2250
Brodhead	MC	3	Loren G. Sutherland 4/76	....	Charlene Hofmann	....	Donald Edwards	Calvin Wickline	....	608 897-4018
Brookfield	MC	32	Franklin Wirth 4/76	Phillip D. Goulee	Glenn R. Ferry	Arlin R. Wesner	Edward Schweitzer	Jerome Wolff	William A. Muth	414 782-9650
Brown Deer v*	CM	13	Earl McGovern 4/77	Gerald Schwerm 66	Gerald Schwerm	John P. Curran-2	Donald Rosenbauer	Donald Rosenbauer	Gerald Schwerm-4	414 355-5220
Burlington	MC	7	John H. Thate 4/76	....	Thomas J. Reich	Thomas J. Reich	Robert P. Birchler	Walter E. Gabriel	....	414 763-3717
Butler v§	MC	2	C. J. Everard 4/75	R. E. Maslowski 72	R. E. Maslowski	R. E. Maslowski	T. Brooks	M. E. Fisher	....	414 781-9056
Cedarburg	MC	8	E. Stephan Fischer 4/76	....	John W. Armbruster	....	William G. Ritter	Wallace W. Hoffmann	Russell A. Dimick-4	414 377-4500
Chilton	MC	3	Ralph F. Brocker 4/76	....	Arthur T. Pohland	....	Norbert Sturm	Daniel Albedyll	Walter Muehl	414 849-2451
Chippewa Falls	MC	12	Gerald H. Jeffers 4/75	....	Lucyann Lecleir	....	George A. Anderson	James W. Buchanan	Rodney G. Pike-4	715 723-3800
Clintonville	MC	5	Kenneth Suehring 76	....	Lloyd Eggleston	Lloyd Eggleston-2	Edward DuFrane	M. M. Bodoh	Basil Arvey-4	715 823-3117
Columbus	MC	4	Donald A. Ehlenfeldt 4/75	....	Albert H. Abrams-2	....	Merlin Klecker	Albert D. Walters	Rueben Tiedt-5	414 623-3250
Combined Locks v.	MC	3	Marvin Schumacher 75	....	Irene Rehmer	Carl Nagan	Charles Jansen	Thomas Jansen	William DeGoey	414 788-2059
Cudahy	MC	22	Lawrence P. Kelly 5/76	....	Frank Janicek	Frank Janicek	....	Anthony M. Wise	Roger Harris	414 481-5300
De Pere	MC	13	Robert P. DeGroot 4/76	Jerome J. Smits 74	Jerome J. Smits-2	Jerome J. Smits	Donald Vissers	Armand Wecker	William F. Waldoch	414 336-5761

Delafield	MC	3	(not reporting)							414 646-3761
Delavan§	MC	6	Robert H. Miller 5/76	John M. Stack 74	A. A. Lagg-3	....	Bradway Liddle	Harry Larsen	Raymond Michaud-4	414 728-5585
Dodgeville	MC	3	Douglas Schmoekel 4/77	....	Syl. W. Ryan	Blanche F. Jackson	Francis Lynch	Richard W. Heimerl	....	608 935-5228
Eau Claire*	CM	45	Hal Crinion 4/75	Ray E. Wachs 70	Donald M. Johnson	James Ritsch	Kenneth E. Mikesell	Donald K. Johnson	Richard H. Jann	715 832-8331
Edgerton	MC	4	Isaac P. Spike	....	Norman L. Burdick	Norman L Burdick	Robt. H. Stricker, Sr	Arthur E. Wall	Robert Strandlie	608 884-4214
Elkhorn	MC	4	Gerhardt Immega 5/76	....	Phyllis Patek-3	....	Pete Kelley	Bernard Colligan	Carl Puhl	414 723-2219
Elm Grove v*	CM	7	Harold E. Whiteley 4/75	Gilbert N. Steiner 63	William J. O'Neill	....	Duane Reusch	Earl D. Krueger	Glenn Giuliani	414 782-6700
Evansville	MC	3	Ida T. Conroy 76	....	R. A. Zilliox	Robert M. Olsen	Lawrence Skolen	Richard J. Luers	F. W. Schwartzlow	608 882-4424
Fond du Lac*	CM	36	Ellen B. Humleker 4/76	Myron J. Medin, Jr. 67	Thomas Lehman	Arnold H. Severson-2	Harold Munson	Harold J. Rautenberg	James Vollstedt	414 922-2600
Fort Atkinson*	CM	9	Gordon F. Day	Robert C. Martin 69	Edward J. Garthwait	E. J. Garthwait	Walter Wetzel	William R. Ciske	Dennis Siegle	414 563-5584
Fox Point v*	CM	8	George F. Morrison	W. J. Blong 57	Isabelle Galewski	....	Leon Dietrich	Leon Dietrich	W. J. Blong-4	414 352-8113
Franklin	MC	12	Gordon R. Starck 4/76	Peter Wolfgramm 73	Peter Wolfgramm 73	Harold D. Robertson	Elmer W. Schreiber	Norman J. Pollman	John M. Bennett-4	414 425-7500
Germantown v.	MC	7	William H. Wetterau 4/75	Vernon Kauth 74	Vernon Kauth	Wilbert Frenz	Leroy Walterlin	Frank J. Riemer, Jr.	Thomas Muth-4	414 251-1211
Glendale	MC	13	Norbert J. Hynek 4/76	Rudy Mikulich	Rudy Mikulich	Rudy Mikulich	Bernard Goecks	Fred Breul	Rudy Kulick	414 228-1590
Grafton v§	MC	6	Donald Guager 5/75	Emory R. Sacho 71	Emory R. Sacho	Emory R. Sacho	Carl Wegner	Howard Thiede	Gordon Fredrich-5	414 377-3610
Green Bay	MC	88	Thomas G. Atkinson 4/75	Elmer J. Barrette	Clifford A. Centen	Rudy G. Reinhard	Gerald Selissen	Elmer A. Madson	Francis J. Euclide	414 437-7611
Greendale v*	CM	15	Donald Feildstad, Jr. 4/76	John M. Kuglitsch 50	Harold Lutz	....	Earl King	Myron Ratkowski	Nick Paulos	414 421-1300
Greenfield	MC	24	Robert A. Tardiff 4/76	....	Henry A. Rajchel	Henry A. Rajchel	Raymond Szalacinski	Chester D. Kass	Raymond Dwyer-4	414 543-5500
Hales Corners v.	MC	8	Joseph P. Kroeninger 5/76	Joseph A. Tanski 72	Joseph A. Tanski-2	Joseph A. Tanski	K. Kearns	Carl Jungbluth	E. Faehrmann	414 425-3355
Hartford	MC	6	Donald H. Lieven	John C. Spielmann	John C. Spielmann-2	....	Joseph Wagner	James Grager	....	414 673-4000
Hartland v	MC	3	Norman J. Gottsacker 4/75	....	Karen M. Compton	Carl Zoutzius	Allen D. Wilde	Mort Hetznecker	....	414 367-2714
Horicon†	MC	3	Erwin F. Gietzel	....	Richard Christian	Richard Christian	Elmer W. Beesie	Lyle W. Kohn	Donald M. Glamann	414 485-2251
Howard v.	MC	5	Cyril Cornell 4/75	....	Peter L. Verhaagh	....	Robert Drzewiecki	....	....	414 437-7611
Hudson	MC	5	William T. Heffron 4/76	....	Richard J. Hanley-2	....	Charles Wanner	David C. Burke	Thomas C. O'Keefe	715 386-3833
Janesville*	CM	46	....	Robert O. Bailey 71	George Krueger-2	Karl A. Samek	George Danz	Murray Cochran	Roger Krempel	608 754-2811
Jefferson	MC	5	Woodrow J. Mistele 4/76	....	Emma W. Schulz	Myra Fuerbringer-3	Les Burow	Chas. Johnson	Reuben F. Schulz-4	414 674-3443
Kaukauna	MC	11	Robert L. LaPlante 4/76	....	Joan M. Cleveland	Joan M. Cleveland	Theodore Smits	Williams Nagel	Robert Natrop	414 766-4682
Kenosha	MC	79	Wallace E. Burkee 4/76	John A. Serpe	Gail F. Procarione	....	Frank E. Blasi	Robert Bosman	Donald K. Holland	414 658-4811
Kewaunee	MC	3	Thomas Kelliher 4/76	....	Lorna M. Rudie	Lorna M. Rudie	Orvel R. Schultz	Lavern C. Geier	Daniel L. Roder	414 388-2670
Kiel	MC	3	Arthur Kahl	....	Roy Duerrwaechter	Jerome Mertens	Robert Hennings	Emery Farrand	Melvin Ruh	414 894-2902
Kimberly v.	MC	6	Eugene Schelfhout 4/75	....	Kathryn G. Lochschmid	....	Wm. Van Hout	Frnnid L. Jansen	Patrick G. Flanagan	414 788-3839
La Crosse	MC	51	W. Peter Gilbertson 4/75	....	O'Nieta J. Thorsen	S. C. Stellpflug	Irvin R. C. Kahler	Ronald C. Wold	Bob D. Schroeder	608 782-5655
Ladysmith	MC	4	Dorothy M. Larson 4/76	....	William Ferfon	R. Albus	Harold Haasl	Louis Rohrback	Julian Fenendael-4	715 532-5411
Lake Geneva	MC	5	Emil H. Johnejack 4/76	Thomas J. Kennedy 74	Colleen Alexander	....	Thomas Derrick	Robert Clapper	Ed Lemmen	414 248-3673
Lake Mills*	CM	4	....	Harold F. Wagner 73	Harriet M. Wollitz	Harriet M. Wollitz	Tom Christoffel	Harold Johnson	....	414 648-2344
Lancaster†	MC	4	Wilford Croft	....	Lucile Doll	Laverne Doll	Carl Muench	Frank Kuchar	Louis Belscamper	608 723-4246
Little Chute v.	MC	5	Edward H. Spierings 4/75	....	Gerald C. Locy-3	....	....	....	....	414 788-1521
Madison	MC	173	Paul R. Soglin 4/75	Robert J. Corcoran	Eldon L. Hoel	Andre Blum	Eldon Maginnis	David C. Couper	Edwin J. Duszynski	608 266-4601
Manitowoc	MC	33	Anthony V. Dufek 4/75	....	June E. Fetzer	Mark Surfus	Reinie E Herzog	Elmer Scherer	Michael E. Hawley-4	414 684-3331
Marinette	MC	13	Edward J. Parsek 4/75	....	John E. Brickert	John E. Brickert	George Wunderlich	James C. Krei	Norman A. Dahl	715 735-7427
Marshfield	MC	16	Raymond Tippelt 5/76	....	Grace Mattison	I. Aschenbrenner	Verlyn Ziegahn	Lloyd E. DeTienne	Frank Weinfurtner	715 384-3636
Mauston	MC	3	Wm. Carpenter	....	David R. Stackman	....	Richard Hale	Moderille Ripley	Adrian Madsen	608 843-2121
Mayville	MC	4	David M. Valle 4/76	....	Kenneth E. Jaeger-2	....	Andrew Bath	Eugene Zangl	John Mackinnon-4	414 387-3800
Medford	MC	3	Chas W. Haffermann 4/76	....	Julia Maier	....	Leslie Ketelhut	Harry Curran	Walter Tylka	715 748-4321
Menasha	MC	15	Victor V. Wiecki 4/76	....	George Protogere	W. W. Edwards	Joseph Skalmoski	Roman Rappert	Stanley Martinson	414 725-3071
Menomonee Falls v§	MC	32	Harry B. Titus 5/75	Frederick Gottlieb 58	Patricia A. Struve	F. E. Gottlieb	John Fulcher	Charles Kuhn	Melvin J. Noth	414 251-7800
Menomonie*	CM	11	....	G. A. Langmack, Jr. 68	Vada M. Husby-2	....	James R. Berg	Vernon N. Green	....	715 235-2313
Mequon§	MC	12	Thomas P. Leisle 4/77	W. M. Andersen 66	W. M. Andersen	W. M. Andersen	Milton F. Krumhus	Thomas Buntrock	Donald Roensch-4	414 242-3100
Merrill	MC	10	Ralph F. J. Voigt 4/76	....	Robert J. B. Klug-2	Robert Klug	Ray Priebe	Charles Johnson	Charles Pierotti	715 536-5594
Middleton	MC	8	Walter R. Bauman 4/75	....	C. W. Zimmerman	....	James Becker	....	Don E. Mayo	608 836-7481
Milton	MC	4	Wayne F. Davidson 4/75	....	Doris E. Viney	....	Gene Kumlien	Donald H. Chesmore	Charles Bingham	608 868-7679
Milwaukee	MC	717	Henry W. Maier 4/76	....	Allen Calhoun, Jr.	James A. McCann	William Stamm	Harold A. Breier	Herbert Goetsch	414 278-3200
Monona	MC	10	Marvin Schumacher 5/75	Edward J. Lottes 57	Waldemar Christian	Waldemar Christian	Robert Brettell	Ken Bram	Edward J. Lottes	608 222-2525
Monroe	MC	9	Clifford R. Reasa 4/76	....	F. M. Bray	....	Josef Benkert	Dwight Coplien	Timothy R. Kubly	608 325-4101
Muskego	MC	12	(not reporting)							414 679-2660
Neenah	MC	23	R. V. Hauser 4/78	....	J. J. Kraus	John Sahli-2	Ronald Mertz	Vernise Wollerman	Wayne G. Bryan-4,5	414 722-6427
Neillsville	MC	3	Kenneth A. Olson	....	William Gallagher	....	Charles Urban	William Perrine	Francis Laatch	715 743-2105
New Berlin	MC	27	P. Harry Eberle 4/75	....	Donald W. DeBruin-2	Clarence J. Krupka	Charles Conway	Michael Hanrahan	....	414 786-8610
New Holstein	MC	3	Jerome H. Wink 4/76	....	Alfred F. Goetsch-2	Dale Zagrodnik	Leo Dorn	Algirdas Bartash	....	414 898-5766
New London	MC	6	Herman F. Gagnow	....	David A. Volkman	....	Wayne Wilfuer	Jack V. Algiers	W. Robert Martin	414 982-3323
New Richmond	MC	4	James W. Casey 4/76	....	Donald E. Preble-2	Donald E. Preble-2	Wade Johnson	Gary Steel	....	715 246-2204
North Fond du Lac v	MC	3	Gordon Treffert 4/75	....	Elaine Tompsett	Truman A. LeMieux	Wm. Wallender	Cornelius Olsen	Robert T. Hinn	414 922-3240
Oak Creek	MC	14	Donald W. Hermann 4/76	....	LaVerne C. Gutknecht	LaVerne Gutknecht	Paul Manderle	John Dahlem	....	414 762-9400
Oconomowoc	MC	9	H. O. Hughes 4/76	....	Alice L. Bergman	....	....	....	....	414 567-2133
Oconto	MC	5	Ralph Heller 5/76	....	Marcella Cook	....	Gaylerd Fritz	George LeBreck	Peter R Wills	414 834-2844
Oconto Falls	MC	3	Herb E. Braun 4/76	....	Gary Haltaufderheide	....	Ervin Peitersen	James T. Patenaude	George Barger	414 846-3575
Onalaska	MC	5	(not reporting)							608 781-2205

Directory 1/9
continued

MUNICIPAL OFFICIALS IN ALL U.S. CITIES OVER 2,500[1]

City, form of government, 1970 population (000 omitted)			Mayor and date term expires	Appointed administrator, year appointed	City clerk	Finance officer	Fire chief	Police chief	Public works director	Municipal phone number
WISCONSIN (147) continued										
Oregon v	MC	3	Norman E. Champion 5/75	....	Jeanette H. Forman	....	Gerald L. Booth	Bjarne O. Mikkelson	Sylvandean D. Farris	608 835-3909
Oshkosh*	CM	53	Donald Jorgenson 4/75	Gordon Jaeger 70	Converse Marks	Richard Jansen	Russell Rothenbach	William Gonyo	John Schneider	414 424-0274
Park Falls	MC	3	Gunnar T. Rebne 4/75	....	Neil D. Hagmann	....	Richard Schneider	John Childs	Quentin Hoth	715 762-4171
Peshtigo	MC	3	Henry Drees 4/76	....	Melvin G. Sharpe	Melvin G. Sharpe-3	Elroy Brabender	Lisle Suzawith	Henry J. Gremmer-4	715 582-3041
Pewaukee v	MC	3	Donald F. Dellmann	David L. Kluge	Sarah Grover	Clarence P. Muehl	James Babe	Murill Starke	Louis Thibault-5	414 691-3900
Platteville*	CM	10	Jack Eversoll 4/75	....	Dean G. Williams-2	Mary Misky	Leonard Van Natta	Jaime E. Dye	Gregory G. Huza	608 348-9741
Plymouth	MC	6	Bill B. Bruhy	....	John F. Mason	John F. Mason	Ralph Mayer	Al Wehmeyer	George F. Schwartz	414 893-1271
Port Washington	MC	9	James Stacker 5/76	....	Kenneth Murphy-2	Kenneth Murphy-2	James Godersky	Edward Rudolph	John Sigwart	414 284-5585
Portage	MC	8	Francis P. Riley 4/76	....	Alma M. Braun	....	C. J. Simonson, Sr.	Thomas M. Maloney	Fred A. Haerter-4	608 742-4040
Prairie du Chien	MC	6	Alfred W. Winter 4/76	....	Carl Hanke	Carl Hanke	Raymond Burgess	Donald Lyons	Clement Mara-5	608 326-6406
Racine	MC	95	Stephen F. Olsen 4/75	....	Albert A. Reid	Jerome J. Maller	Russell C. Anderson	Donald J. Dodge	Fred H. Larson	414 636-9011
Reedsburg	MC	5	(not reporting)							608 524-3715
Rhinelander	MC	8	Claribel Prosser 4/76	....	Douglas R. Hall	Leslie Smith	Donald Manning	Tony Paris	....	715 362-7440
Rice Lake	MC	7	John G. Marcon 4/76	....	R. A. Wald	R. A. Wald-2	Harold N. Chartier	James L. O'Brien	....	715 234-3771
Richland Center	MC	5	LaVerne Hardy 4/76	....	Raymond Lawton	Eldon J. Storer	Ralph Klinzing	Carter Harrison	....	608 647-3466
Ripon†	MC	7	Mark R. Conrad	....	Harold W. Duac	Daniel Schultz	Walter Trampf	Mel Jurss	Claude Lee	414 748-3265
River Falls	MC	7	(not reporting)							715 425-2447
River Hills v*	CM	2	G. R. Van Brunt	John M. Fredrickson 55	Katherine Gromowski	....	Harold F. Block	Harold F. Block	....	414 352-8213
Rothschild v	MC	3	Ardean Kort	....	Caroline Schmidt	Ruth Schroeder	Richard Abel	Bernard Check	....	715 359-3660
St. Francis§	MC	10	Milton Vretenar 4/76	Henry A. Scholz 73	Harriet Schwalbe	Henry A. Scholz-2	Robert Schwingle	Gerald G. Barrett	J. Henry Kulinski-4,5	414 481-2300
Schofield	MC	3	(not reporting)							715 359-3333
Shawano†	MC	6	Arvin Schrank	....	E. C. Reichel	....	Melvin Knope	Robert Gatz	Fred C. Duebler-5	715 526-6138
Sheboygan	MC	48	Richard W. Suscha 4/77	....	Melvin C. F. Mohr	LeRoy L. Metscher-2	Walter J. Brotz	Oakley O. Frank	Robert C. F. Kuhlmann	414 457-5011
Sheboygan Falls	MC	5	Ronald A. Born	....	Corby D. Felsher	Corby D. Felsher	E. V. Wuestenhagen	Jacob J. Hermann, Jr.	Kenneth A. Clark	414 467-6111
Shorewood v*	CM	16	C. F. Krizek 4/76	Shirl C. Abbey 73	Robert M. Stoffel	Robert M. Stoffel	Robert Maas	Robert Maas	Francis J. Zauner	414 332-4200
South Milwaukee	MC	23	C. W. Grobschmidt	Norbert S. Theine	L. J. Mosakowski-2	L. J. Mosakowski	Russell Wendt	Henry R. Tylicki	Mike Campbell	414 762-2915
Sparta	MC	6	Thomas W. Gomez 4/76	....	Eleanor A. Brooks	Lawrence L. Sullivan	James Reisinger	David P. Kemp	James V. Richgruber-4	608 269-4340
Stevens Point	MC	23	Paul A. Borham 4/75	....	Phyllis Wisniewski	William Siebert-2,3	Victor Soik	Raymond Kulas	T. G. Gremmer-5	715 344-6610
Stoughton	MC	6	Liniel H. Cooper 5/76	....	George J. Hove	....	Oscar J. Forton	Robert Everson	....	608 873-6677
Sturgeon Bay	MC	7	Orville S. Austad 4/77	....	Francis J. LeRoy	Wm. O. Wright	Glen Anderson	Harry Londo	Omer H. Mickelson	414 743-3361
Sturtevant v.	MC	3	(not reporting)							414 886-4300
Sun Prairie	MC	10	Theodore W. Chase 4/75	....	C. V. Treadwell	Chas. V. Treadwell	Milton N. Tester	Raymond C. Boehlert	....	608 837-2511
Superior	MC	32	Charles C. DeNeweth 4/75	....	Cecile Helsel	Donald LeBrasseur	Michael Kongevick	Roy T. Martinson	Fred Seguin-4	715 394-0200
Sussex v	MC	3	Harold R. Tobin 4/75	....	Evelyne Zimmerman	Evelyne M. Zimmerman	Norman Steffen	....	Fredrick Hutter	414 246-6913
Thiensville v	MC	3	Ned Kellner 4/75	Quinten W. Laabs	John Gibbons	Quinten W. Laabs	William Rausch	Kenneth Tushaus	Quinten W. Laabs	414 242-3720
Tomah†	MC	6	Charles E. Bean	....	Phillis Zimmerman-2	....	Howard Giesler	Donald Fisher	Keith C. Keene	608 372-5948
Tomahawk	MC	3	(not reporting)							715 453-4040
Two Rivers*	CM	14	....	H. J. Rath 71	Gerald A. Kasten-1,2	Gerald A. Kasten-1,2	Richard G. Waskow	John A. Brandt	J. J. Kulhanek-4,5	414 793-1191
Union Grove v	MC	3	(not reporting)							414 878-1818
Viroqua	MC	4	Reuben J. Hanson 5/76	Geraldine Haun	....	Otis Rude	Lloyd Ray	Ron Sutherland	....	608 637-7154
Watertown	MC	16	Carl Kolata 4/75	....	Bernice E. Ertl-2	Bernice E. Ertl	Donald Asmus	G. H. Donovan	Edward C. Bennett-4	414 261-4500
Waukesha	MC	40	Paul G. Vrakas 4/76	....	Mary T. Schrader	Erwin H. Siegrist-2	Glenn Land	Melvin Jones	Rodney Vanden Noven	414 547-2201
Waupaca	MC	4	(not reporting)							715 258-2044
Waupun	MC	8	Alan Blau 5/76	....	Robert W. Felsman	....	Norman Q. Lenz	William Burmeister	Donald Harper	414 324-5535
Wausau	MC	33	John L. Kannenberg 4/76	....	Ernest J. Cherney	Donald H. Schultz	Myron Storm	Everett Gleason	....	715 845-5279
Wauwatosa§	MC	59	F. D. Kuckuck 4/76	J. William Little 72	J. R. Neuman	L. R. Tjensvold-2	H. G. Rusch	John P. Howard	J. William Little	414 258-3000
West Allis	MC	72	Urban E. Ganser 4/76	....	Phil Elliott	Henry Schreve-2	John Morch	Louis Reinsch	Ray Hahn-5	414 476-4340
West Bend†	MC	17	Ralph Schoenhaar	....	Alfred F. Hemauer	Alfred F. Hemauer	Wm. G. Oelhafen	George Weinert	Ludwig Wittmann	414 334-2326
West Milwaukee v.	MC	4	Jacob R. Jendusa 4/76	....	Joseph M. Tabushing	Joseph F. Hondel	Harry E. Rydlewicz	Warren H. Hagen	Leonard J. Mueller	414 645-1530
Whitefish Bay v*	CM	17	Henry F. Mixter 4/75	John M. Katzban 56	Lois M. Tetzner	Lois M. Tetzner	Joseph P. Kasal	Alex H Boeder	John M. Katzban-4	414 962-6690
Whitewater*	CM	12	....	G. F. Hill 72	Wava Jean Nelson-2	G. F. Hill	Joe McCormick	D. R. Simon	Alan L. Berg-4	414 473-3982
Wisconsin Rapids	MC	19	Donald F. Penza 4/76	....	Robert O. Boyarski	Donald C. Zager	Ceylon Miller	Allen T. Spencer	Roy G. Elmhorst	715 423-1900
WYOMING (21)										
Buffalo t	MC	3	Virginia Purdy 12/74	....	Hershel B. Smelser	....	Jim Hicks	John H. Taffner, Jr.	Richard C. Blakesley	307 684-2245
Casper*	CM	39	Chas. S. Aspinwall 12/74	Kenneth Erickson 69	Calvin L. Chadsey	Calvin L. Chadsey	Bill McCarrel	Robert J. Zipay	Gary Carver	307 265-5700
Cheyenne	CO	41	Bill Nation 1/77	....	Jane Crawford	Ross Johnson-3	Ken Wynn	James W. Byrd	Bob Young-4	307 635-5621
Cody	MC	5	George Frank 1/77	....	James S. Smiley-2	James S. Smiley-2	Jack Hensley	A. E. Vanderpool	....	307 587-3171
Douglas t†	MC	3	H. H. Link	....	Georgia M. Graves	....	Eugene Morvee	David S. Barber	Walter L. Davies-5	307 358-3311

Evanston t	MC	4	Robert R. Burns 1/75	....	J. P. Hudson	....	Gerald Cazin	W. David Schrader	....	307 789-2141
Gillett t	MC	7	C. H. Davis 12/74	....	Mildred Huravitch	....	I. M. Toddy McCann	Frank Manglos	Eugene A. Warlow	307 682-7397
Green River t	MC	4	Richard W. Waggener 5/75	....	John Musbach	John Musbach	Glen Hill	....	Day Evans	307 875-2141
Jackson t§	MC	3	Lester I. May 4/75	Duane F. Wroe 73	Deann Neathercott	Duane F. Wroe	Rex Lancaster	Richard Hays	Paul Radasch	307 733-2620
Lander	MC	7	(not reporting)							307 332-2870
Laramie*	CM	23	Richard W. Weeks 1/75	Harold Yungmeyer 68	Josephine F. Fay	Josephine F. Fay	James F. Meyers	T. J. Kersting	Wesley James	307 742-6625
Newcastle	MC	3	Lloyd G. Avery 11/77	....	Nell K. Russell	Aaron G. Tunnell	Robert L. Miller	Raymond C.	Cledus M. Highland	307 746-2100
Powell	MC	5	Ralph A. Smith 12/76	Ray J Lutterman 72	Ross J. Buchan	Ross J. Buchan	Lynn Straub	Robert Coorough	Richard Myrick	307 754-5106
Rawlins	MC	8	John F. Carlson 1/76	....	Edna M. Francis	Harriett Carlson-3	Robert Vivion	Phillip O. McGee	Oscar Paden	307 324-2411
Riverton	MC	8	J. Tom Conroy 1/75	....	Dorothy C. Shoup	Dorothy C. Shoup	Larry David	Dennis F. Horyza	Willis M. Cook	307 856-2227
Rock Springs	MC	12	Paul J. Wataha 1/75	....	John Fornengo-2	John Fornengo-2	Richard Canistrini	Louis Muir	Wayne Johnson-4	307 362-3911
Sheridan*	CM	11	(not reporting)							307 674-6822
Thermopolis t	MC	3	(not reporting)							307 824-3838
Torrington t	MC	4	Alva Hamilton	....	Craig Matthews	....	Fred Fenimore	Rex Downing	L. G. Applegate	307 532-5666
Wheatland t	MC	2	Joe Gloyd	James R. Dunham	James R. Dunham-2	James R. Dunham	Eldon Randall	Don Winkler	Kenneth Kennedy-4	307 322-2962
Worland	MC	5	Norman Markuson 12/76	....	Mrs. E. Heagney	Mrs. E. Heagney	Don Babbitt	James L. Thompson	Albert Wortham-5	307 347-4057

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[1] This directory includes all incorporated places over 2,500 population as well as those places under 2,500 recognized by ICMA as having either the council-manager form of government or a position of overall general management.

F 2

Professional and Service Organizations Serving Local and State Governments

This article briefly describes 44 national organizations that provide services of particular importance to cities, counties, and other local and state governments. Most of the organizations are membership groups — school administrators, health officers, city planners, city managers, public works directors, city attorneys, and other administrators who are appointed rather than elected. Several are general service and representational organizations for states, cities, counties, and administrators and citizens. The last four organizations have been shown separately because they provide distinctive research, technological, consulting, and educational programs on a cost-of-service basis. Although not membership associations, these four nonprofit organizations have been established to meet specific needs of state and local governments.

Shown below are: (1) a listing of the 44 organizations with name, address, name of executive director or other administrator, major publications, and purpose of the organization; and (2) Table 2/1 with information on each organization with respect to director, year organized, number of chapters and members, services, conferences, staff, and expenditures.

The advisory aids available through the secretariats of these national organizations provide an excellent method of obtaining expert advice and factual information on specific problems. The information secured in this way enables local and state officials to improve administrative practices, organization, and methods and thus to improve the quality of services rendered to the people. Many of these organizations also are active in raising their standards of membership through in-service training, special conferences and seminars, and other kinds of professional development.

Research on current problems is a continuing activity of many of these groups, and all issue a variety of publications ranging from a minimum of a newsletter and occasional bulletins to diversified books, monographs, research papers, conference proceedings, and regular and special reports.

These organizations provide many of the services that in other countries would be the responsibility of the national government. They arrange annual conferences, publish newsletters and magazines, answer inquiries, provide in-service training and other kinds of professional development, provide placement services for members, and develop service and cost standards for various activities.

Most of these organizations have individual memberships, and several also have agency, institutional, or service memberships. The latter types of membership may be based on the population of the jurisdiction, the annual revenue of the jurisdiction or agency, or other criteria that roughly measure the costs of providing service. In addition to these kinds of membership fees, some of the organizations provide specialized consulting, training, and information services both by annual subscription and by charges for specific projects.

PROFESSIONAL AND SERVICE ORGANIZATIONS

American Association of Airport Executives, 2029 K Street, N.W., Washington, D.C. 20006. (202) 331-8994. Executive Director: F. Russell Hoyt. Major publications: *The Airport Report; Conference Proceedings.* Purpose: To assist the airport manager to do a more effective job, primarily through information exchange, individual consulting service, reference loan library, and accreditation program.

American Association of School Administrators, 1801 North Moore Street, Arlington, Virginia 22209. (703) 528-0700. Executive Secretary: Paul B. Salmon. Major publication: *The School Administrator.* Purpose: To promote development of competent administrative leadership for schools and provide the means for this leadership to give united expression to the goals and values in education to which it subscribes.

American College of Hospital Administrators, 840 North Lake Shore Drive, Chicago 60611. (312) 943-0544. President: R. J. Stull. Major publications: *Hospital Administration; ACHA News; Administrative Briefs;* and various monographs on health service delivery based on international seminars. Also publishes biennial directory containing biographical data in profile form of all affiliates. Purpose: To improve the administration of hospitals and health service facilities, agencies, and organizations through a comprehensive program of continuous management education.

American Institute of Architects, 1735 New York Avenue, N.W., Washington, D.C. 20006. (202) 785-7300. Executive Vice-President: William L. Slayton. Major publication: *AIA Journal.* Purpose: To maintain and improve the competence of practitioners; to create a sufficient supply of practitioners for the future; to represent the institute before governmental groups and the public in order to promote good design.

American Institute of Planners, 1776 Massachusetts Avenue, N.W., Washington, D.C. 20036. (202) 872-0611. Executive Director: John R. Joyner. Major publications: *Journal of the AIP; AIP Newsletter; Planners Notebook.* Purpose: To advance the art and science of planning at the national, regional, state, and local levels and through private and public endeavors.

American Library Association, 50 East Huron Street, Chicago 60611. (312) 944-6780. Executive Director: Robert Wedgeworth. Major publications: *American Libraries; Booklist; Choice.* Purpose: To promote and improve library service and librarianship.

American Public Health Association, 1015 18th Street, N.W., Washington, D.C. 20036. (202) 467-5000. Executive Director: William H. McBeath. Major publications: List available upon request. Purpose: To promote personal and environmental health; exercise leadership with health professionals and the general public in health policy development and action with particular focus on the interrelationship between health and the quality of life; develop national policy for health care and services.

American Public Power Association, 2600 Virginia Avenue, N.W., Washington, D.C. 20037. (202) 333-9200. Executive Director: Alex Radin. Major publications: *Public Power; APPA Newsletter.* Purpose: To promote cooperation between public corporations or agencies owning or operating electric light or power systems or facilities; to render service to public and/or nonprofit agencies administering programs related to the development or use of water and power resources; to render service to agencies of the federal government in forwarding the domestic and international interests of the United States.

American Public Transit Association, 1100 17th Street, N.W., Washington, D.C. 20036. (202) 331-1100. Executive Director: Bill R. Stokes. Major publications: *Passenger Transport; Transit Factbook.* Purpose: To collect, compile, and make available to members data and information relative to public transportation; to provide a medium for exchange of experiences, discussion, and comparative study of industry problems; to aid members in dealing with specific problems; to encourage cooperation among members, their employees, and the general public; to represent nationally the common policies, requirements, and purposes of public transportation.

American Public Welfare Association, 1155 16th Street, N.W., Suite 201, Washington, D.C. 20036. (202) 833-9250. Executive Director: Edward T. Weaver. Major Publications: *Public Welfare; Washington Report; Public Welfare Directory.* Purpose: To provide leadership in encouraging public interest and concern for the public good and in fostering the public's participation with public welfare agencies in identifying the forces which adversely affect the welfare of individuals and families, and to give leadership to efforts toward solution of such problems.

American Public Works Association, 1313 East

60th Street, Chicago 60637. (312) 947-2520. Executive Director: Robert D. Bugher. Major publications: *APWA Reporter* (list of other publications available). Purpose: To provide common meeting ground wherein officials engaged in various phases of public works can work together to advance improved practices within their profession and to serve the best interests of their communities.

American Society of Planning Officials, 1313 East 60th Street, Chicago 60637. (312) 947-2099. Executive Director: Israel Stollman. Major publications: *Planning; TAB; PAS Reports, Land-Use Law & Zoning Digest.* Purpose: To promote the effectiveness of land and community planning, engage in research, disseminate information, and further the interests of the public in planning.

American Society for Public Administration, 1225 Connecticut Avenue, N.W., Washington, D.C. 20036. (202) 785-3255. Executive Director: Seymour S. Berlin. Major publications: *Public Administration Review; Public Administration News and Views; Recruiter.* Purpose: To improve the management of public service of all levels of government and in all functional and program fields; to cooperate with other governmental affairs organizations in advancing the science, processes, and art of public administration.

American Water Works Association, Inc., 6666 West Quincy Avenue, Denver 80235. (303) 988-1426. Executive Director: Eric F. Johnson. Major publications: *AWWA Journal; Willing Water.* Purpose: To advance the knowledge of the design, construction, operation, and management of water utilities to improve water service to the public.

Building Officials and Code Administrators International, 1313 East 60th Street, Chicago 60637. (312) 947-2580. Executive Director: Richard L. Sanderson. Major publication: *The Building Official and Code Administrator.* Purpose: To raise the standards of model codes throughout the country.

Canadian Federation of Mayors and Municipalities, 56 Sparks Street, Suite 816, Ottawa, Ontario, Canada. (613) 237-5221. Executive Director: Guy Levesque. Purpose: To represent the national interests of local governments in Canada and to act as spokesman for Canadian cities, towns, and municipal authorities on all such matters as are properly within the jurisdiction of the government of Canada.

Council of State Governments, Iron Works Pike, Lexington, Kentucky 40505. (606) 252-2291. Executive Director: Brevard Crihfield. Major publications: *The Book of the States; State Government; State Government News.* Purpose: To strengthen state government and preserve its role in the American federal system by: forceful expression of views of the states; assisting states in improving their legislative, administrative, and judicial practices; promoting state-local and interstate cooperation; facilitating state-federal relations.

Governmental Research Association, P.O. Box 387, Ocean Gate, New Jersey 08740. (201) 269-3489. President: Robert Statham. Major publications: *GRA Directory; GRA Reporter; Conference Proceedings.* To further establishment of and to aid and coordinate the activities of governmental research agencies; to encourage the development and use of effective organization and methods for the administration and operation of government and of common standards for the appraisal of results; to facilitate the exchange of ideas and experiences; to serve as a clearinghouse for members.

Institute of Traffic Engineers, 1815 North Fort Myer Drive, P.O. Box 9234, Arlington, Virginia 22209. (703) 527-5277. Executive Director: Kenneth H. Layer. Major publications: *Traffic Engineering; Manual of Traffic Engineering Studies; Traffic Engineering Handbook; Introduction to Highway Transportation Engineering.* Purpose: To enable engineers and other professionals with knowledge and competence in transportation and traffic engineering to contribute individually and collectively toward meeting human needs for mobility and safety, and to promote professional development of members.

International Association of Assessing Officers, 1313 East 60th Street, Chicago 60637. (312) 324-3400. Executive Director: Paul V. Corusy. Major publications: *IAAO Newsletter; Assessors Journal; Assessment and Valuation Legal Reporter; International Property Assessment Administration.* List of other publications and cassettes available on request. Purpose: To improve standards and develop better techniques in property administration.

International Association of Chiefs of Police, 11 Firstfield Road, Gaithersburg, Maryland 20760. (301) 948-0922. Executive Director: Quinn Tamm. Major publications: List available upon request. Purpose: To advance the art of police service by the development and dissemination of improved administrative, technical, and operational practices and the promotion of their use in police work; to foster police cooperation and the exchange of information and experience among police administrators internationally; to encourage adherence to high standards of performance and conduct among police.

International Association of Fire Chiefs, 1725 K Street, N.W., Washington, D.C. 20006. (202) 833-3420. Executive Director: Donald M. O'Brien. Major publication: *The International Fire Chief* (newsletter). Purpose: To provide a technical and educational organization for fire chiefs; to promote better fire protection for citizens.

International City Management Association, 1140 Connecticut Avenue, N.W., Washington, D.C. 20036 (202) 293-2200. Executive Director: Mark E. Keane. Major publications: *Public Management; ICMA Newsletter;* Municipal Management Series; *Municipal Year Book;* Urban Data Service Reports; Management Information Service Reports. Purpose: To strengthen the quality of urban government through professional management; to strengthen the competence of appointed urban managers and to ensure qualified talent to meet urban government needs; to provide information and analysis of data, management ideas, and methods for urban government management; to participate in the development and translation of new concepts for urban government management.

International Institute of Municipal Clerks, 160 North Altadena Drive, Pasadena, California 91107. (213) 795-6153. Executive Director: John J. Hunnewell. Major publications: *News Digest; Municipal Forms Book; Directory; News for Officers of State Clerks' Associations.* Purpose: To improve the administration of state, provincial, county, and local government through officials and/or persons vested with the powers and duties commonly known as clerks, secretaries, or recorders.

International Personnel Management Association, 1313 East 60th Street, Chicago 60637. (312) 947-2179. Executive Director: Eugene F. Berrodin. Major publications: *Public Personnel Management; Personnel News; Personnel Letter; Washington Flash; Pay Rates in the Public Service; Budgets, Staffs and Pay Rates of Public Personnel Agencies; Personnel Reports; Public Employee Relations Library;* and special reports and other publications. Purpose: To improve personnel administration, protect merit principles of employment, and assist persons and agencies engaged in personnel work.

League of Women Voters of the United States, 1730 M Street, N.W., Washington, D.C. 20036. (202) 296-1770. President: Ruth C. Clusen. Major publications: *Current Focus; Report from the Hill; The National Voter; Facts and Issues.* Purpose: To encourage citizen participation in government and politics at national, state, and local levels. Activities of the League and the League of Women Voters Education Fund include research, citizen education, legislative monitoring, lobbying, litigation, conferences, and workshops. Program areas are environmental quality, land use, human resources, international relations, and representative government.

Municipal Finance Officers Association, 1313 East 60th Street, Chicago 60637. (312) 947-2029. Executive Director: Donald W. Beatty. Washington, D.C., office: 1730 Rhode Island Avenue, N.W., Washington, D.C. 20036. (202) 324-3400. Director: John E. Peterson. Major publications: List available upon request. Purpose: To improve methods of public finance; to extend the movement for adequate procedures of accounting, budgeting, and financial reporting by state, provincial, and local governments; to encourage the use of common terminology, classifications, and principles relating to these subjects; to develop general principles of economy and efficiency in state, provincial, and local government administration; to bring about the enlistment and training of qualified public officials and employees.

National Association of Counties, 1735 New York Avenue, N.W., Washington, D.C. 20006. (202) 785-9577. Executive Director: Bernard F. Hillenbrand. Major publication: *County News*. Purpose: To stimulate the continuing improvement of county government; to serve as the national spokesman for county government; to contribute to the knowledge and awareness of county government's heritage and its future; to serve as a liaison between the nation's counties and other levels of government; to achieve public understanding of the role of counties in the federal system.

National Association of Housing and Redevelopment Officials, 2600 Virginia Avenue, N.W., Washington, D.C. 20037. (202) 333-2020. Executive Director: Robert W. Maffin. Major publications: *Journal of Housing; NAHRO Letter*. Purpose: To serve as the professional home for policy makers, administrators, program professionals, and technicians who deal with the planning, development, and management of housing for low- and moderate-income families and with the initiation and accomplishment of community development programs.

National Association of Regional Councils, 1700 K Street, N.W., Washington, D.C. 20006. (202) 296-5253. Executive Director: Richard C. Hartman. Major publications: *Newsletter; Directory of Regional Councils*, and special reports on selected subjects. Purpose: To promote the development and understanding of regional councils; to provide up-to-date information and technical assistance; to assist in the expansion of regional council program opportunities; to develop and communicate national policy proposals on issues of regional impact; to act as a liaison with federal and state agencies in order to promote the use of regional councils and present their needs.

National Environmental Health Association, 1600 Pennsylvania, Denver 80203. (303) 222-4456. Executive Director: Nicholas Pohlit. Major publication: *Journal of Environmental Health*. Purpose: To control environmental hazards and permit attainment of the highest possible human health standards.

National Governors' Conference, 1150 17th Street, N.W., Washington, D.C. 20036. (202) 785-5600. Executive Director: Charles Byrley. Purpose: To provide a medium for exchange of views and experience on subjects of general importance to the people of the states; to foster interstate cooperation; to promote greater uniformity of state laws; to attain greater efficiency in state administration; to improve state-local and state-federal relationships.

National Institute of Governmental Purchasing, 1001 Connecticut Avenue, N.W., Washington, D.C. 20036. (202) 331-1357. Executive Vice-President: Albert H. Hall. Major publication: *NIGP Newsletter*. Purpose: To study, discuss, and recommend improvements in governmental purchasing; to collect and distribute to governmental purchasing officials information on the organization and administration of governmental buying; to develop and promote simplified standards and specifications for governmental buying; to promote effective purchasing structures and uniform purchasing laws and procedures; to promote and foster the professional competence and stature of all persons engaged in governmental buying.

National Institute of Municipal Law Officers, 839 17th Street, N.W., Washington, D.C. 20006. (202) 347-7996. General Counsel: Charles S. Rhyne. Major publications: List available upon request. Purpose: To compile and supply law information and services to lawyers for municipalities.

National League of Cities, 1620 Eye Street, N.W., Washington, D.C. 20006. (202) 293-7300. Executive Director: Allen E. Pritchard, Jr. Major publication: *Nation's Cities*. Purpose: To strengthen the role and capacity of state leagues and municipal governments through research programs, information exchange, legislative representation, and federal liaison activities.

National Legislative Conference, 1150 17th Street, N.W., Washington, D.C. 20036. (202) 785-5610. Executive Director: Earl S. Mackey. Major publications: *Dateline Washington; Washington Report; American Legislator*. Purpose: To cooperate for more effective service to state legislatures; to assist in strengthening the role of the states and their legislatures in intergovernmental relations; to aid in improving legislative organization and procedures.

National Municipal League, 47 East 68th Street, New York 10021. (212) 535-5700. Executive Director: William N. Cassella, Jr. Major publications: *National Civic Review; Model City Charter; Model State Constitution*. Purpose: To provide guidelines for the improvement of state and local government and to assist citizen efforts to that end.

National Recreation and Park Association, 1601 North Kent Street, Arlington, Virginia 22209. (703) 525-0606. Executive Director: Dwight F. Rettie. Major publications: *Parks & Recreation; Communique; Journal of Leisure Research; Therapeutic Recreation Journal; NRPA: Washington Action Report*. Purpose: To improve and expand park and recreation systems and leisure services for all people through development and support of administrative and technical abilities of professional members, through technical assistance to help communities and agencies improve the quality of park and recreation programs and facilities, and through representation of the park and recreation viewpoint at the national level.

U.S. Conference of Mayors, 1620 Eye Street, N.W., Washington, D.C. 20006. (202) 293-7300. Executive Director: John J. Gunther. Major publication: *The Mayor*. Purpose: To encourage municipal cooperation, promote improved municipal administration, provide interchange of information between major cities, and foster relations between the federal government and cities.

Water Pollution Control Federation, 3900 Wisconsin Avenue, N.W., Washington, D.C. 20016. (202) 362-4100. Executive Director: Robert A. Canham. Major publications: *Journal Water Pollution Control Federation; Water Pollution Control Federation Highlights; Deeds & Data*. Purpose: To advance the fundamental and practical knowledge of all aspects of water pollution control by dissemination of technical knowledge; improvement of the professional status of those engaged in the field; promotion of public affairs; and sound regulations aimed toward water pollution control.

SPECIAL SERVICE ORGANIZATIONS

Labor-Management Relations Service, 1620 Eye Street, N.W., Washington, D.C. 20006. (202) 293-6790. Executive Director: Sam Zagoria. Major publications: *Newsletter; Strengthening Local Government through Better Labor Relations;* and several special reports. Purpose: Sponsored by the National Association of Counties, National League of Cities, and U.S. Conference of Mayors to respond to inquiries from municipal officials; to conduct special research studies; to provide training services — including scheduled state workshops, regional conferences, workshops at national and state conventions, and on-the-job training internships.

National Training and Development Service for State and Local Government, 5028 Wisconsin Avenue, N.W., Washington, D.C. 20016. (202) 293-9220. President: Thomas W. Fletcher. Major publications: *Network News; Meeting the State and Local Challenge*. Purpose: To make training and development in state and local government a major, effective, ongoing management resource for decision making and problem solving.

Public Administration Service, 1313 East 60th Street, Chicago 60637. (312) 947-2000. Executive Director: Edmond F. Ricketts. Major publications: List available upon request. Purpose: To conduct activities for the improvement of government operations; to help government activities through consulting, technical assistance, and training.

Public Technology, Inc., 1140 Connecticut Avenue, N.W., Washington, D.C. 20036. (202) 223-8240. President: Porter W. Homer. Purpose: To provide a local- and state-government-oriented research and development operation; to act as a communication bridge between state and local governmental users and federal government and industrial producers of technology; to identify city, county, and state needs susceptible to technological solutions, develop realistic solutions, and assure the widest possible dissemination and utilization of these solutions.

Table 2/1 PROFESSIONAL AND SERVICE ORGANIZATIONS SERVING LOCAL AND STATE GOVERNMENTS

Data for 44 professional and service organizations are presented in this table, based on a survey conducted in early fall of 1974.

Membership services
1 — Advisory or information services
2 — Annual conference report
3 — Directory
4 — Field consultant
5 — Journal
6 — Newsletter
7 — Personnel placement service
8 — Special service reports
9 — Training
10 — Yearbook

Services available to other than membership
1 — Advisory or information service
2 — Annual conference report
3 — Directory
4 — Field consultation
5 — Journal
6 — Newsletter
7 — Personnel placement service
8 — Special service reports
9 — Training
10 — Yearbook

Special subscription services
1 — Education research service
2 — Atomic energy service
3 — Planning advisory service
4 — Zoning digest
5 — Plan examination service
6 — Public personnel service
7 — Renewal information service
8 — Technical and maintenance information service
9 — Other

Annual national conference
"Y" if yes; "N" if no conferences held

State or regional conferences
"Y" if yes; "N" if no conferences held

Organization	Executive director	Year organized	No. of state or regional chapters	No. of individual members	No. of agency members	Membership services
American Association of Airport Executives	F. Russell Hoyt	1928	6	1,050	50	1,2,3,6,7,8,9
American Association of School Administrators	Paul B. Salmon	1865	...	18,000	2,000	1,2,3,4,6,8,9
American College of Hospital Administrators	R. J. Stull	1933	...	10,209	...	1,2,3,5,6,8,9
American Institute of Architects	William L. Slayton	1857	179	25,000	...	1,2,3,4,5,6,8
American Institute of Planners	John R. Joyner	1917	35	10,000	...	1,2,3,5,6,8
American Library Association	Robert Wedgeworth	1876	58	28,111	4,601	1,2,3,5
American Public Health Association	William H. McBeath	1872	51	25,106	...	1,2,5,6,8
American Public Power Association	Alex Radin	1940	...	86	791	1,2,3,4,5,6,8,9
American Public Transit Association	Bill R. Stokes	1882	...	...	500	1,2,3,5,6,8
American Public Welfare Association	Edward T. Weaver	1930	...	8,000	2,000	1,3,5,6,8,9
American Public Works Association	Robert D. Bugher	1894	59	15,752	1,421	1,2,3,5,6,8,9
American Society of Planning Officials	Israel Stollman	1934	...	11,500	...	1,5,6,7,8
American Society for Public Administration	Seymour S. Berlin	1939	84	12,000	80	1,2,5,6,7
American Water Works Association	Eric F. Johnson	1881	38	20,000	3,000	1,2,3,5,6,7,8,9,10
Building Officials and Code Administrators International	Richard L. Sanderson	1915	13	3,000	100	1,2,3,4,5,6,8,9
Canadian Federation of Mayors and Municipalities	Guy Levesque	1935	...	290	...	1,2,8
Council of State Governments	Brevard Crihfield	1933	...	...	...	1,5,6,9,10
Governmental Research Association	Robert Statham	1914	...	450	200	1,2,3,6,7
Institute of Traffic Engineers	Kenneth H. Layer	1930	33	6,000	...	1,2,3,5,7,8,9,10
International Association of Assessing Officers	Paul V. Corusy	1934	65	9,000	174	1,2,3,4,5,6,8,9
International Association of Chiefs of Police	Quinn Tamm	1893	...	10,400	...	1,2,3,4,5,7,9,10
International Association of Fire Chiefs	Donald M. O'Brien	1873	8	7,200	94	1,2,3,4,6,7,8,9
International City Management Association	Mark E. Keane	1914	45	5,821	...	1,2,3,6,8,9,10
International Institute of Municipal Clerks	John J. Hunnewell	1947	...	2,250	...	1,3,6,8,9
International Personnel Management Association[3]	Eugene F. Berrodin	1973	54	4,800	960	1,3,4,5,6,7,8,9
League of Women Voters of the United States	Peggy Lampl	1920	1,350	150,000	...	1,2,4,6,8,9
Municipal Finance Officers Association	Donald W. Beatty	1906	51	5,280	2,655	1,2,3,5,6,8,9
National Association of Counties	Bernard F. Hillenbrand	1957	0	...	1,250	1,3,4,5,6,8,10
National Association of Housing and Redevelopment Officials	Robert W. Maffin	1934	38	7,000	2,000	1,2,3,4,5,6,7,8,9
National Association of Regional Councils	Richard C. Hartman	1967	...	250	300	1,3,4,6,8
National Environmental Health Association	Nicholas Pohlit	1937	47	6,000	25	1,2,4,5,7,8,9
National Governors' Conference	Charles Byrley	1908	...	54	...	1,6
National Institute of Governmental Purchasing	Albert H. Hall	1944	...	...	600	1,2,4,5,6,9
National Institute of Municipal Law Officers	Charles S. Rhyne	1935	...	...	1,941	1,2,5,6,8,10
National League of Cities	Allen E. Pritchard, Jr.	1924	48	521	...	1,2,5,6,8
National Legislative Conference	Earl S. Mackey	1948	...	7,600	...	1,2,3,4,5,6,8,9
National Municipal League	William N. Cassella, Jr.	1894	...	6,500	...	1,4,5,8
National Recreation and Park Association	Dwight F. Rettie	1965	60	11,176	780	1,4,5,6,7,8,9
U.S. Conference of Mayors	John J. Gunther	1933	...	...	...	1,2,3,4,6,8,9
Water Pollution Control Federation	Robert A. Canham	1928	63	23,000	1,000	1,2,3,5,6,7,8,9,10
Special Service Organizations						
Labor-Management Relations Service	Sam Zagoria	1970	...	...	...	...
National Training and Development Service for State and Local Government	Thomas W. Fletcher	1972	...	...	...	1,4,6,8,9
Public Administration Service	Edmond F. Ricketts	1933	...	...	...	...
Public Technology, Inc.	Porter W. Homer	1971	...	...	...	1,4,6,8

balance of table on next page →

Table 2/1 continued — PROFESSIONAL AND SERVICE ORGANIZATIONS SERVING LOCAL AND STATE GOVERNMENTS

Organization	Non-membership services	Special subscription services	Annual national conference	State or regional conference	No. of full-time staff	Operating expenditures[1] ($)
American Association of Airport Executives	2	...	Y	Y	5	105,000
American Association of School Administrators	2,3,9	1,9	Y	Y	40	...
American College of Hospital Administrators	1,2,3,5,6,8,9	...	Y	Y	29	...
American Institute of Architects	1,3,5,6,8	8	Y	Y	120	5,900,000
American Institute of Planners	1,2,3,5,6,8	...	Y	N	25	...
American Library Association	1,3	...	Y	Y	210	...
American Public Health Association	1,2,5,6	...	Y	N	92	5,500,000
American Public Power Association	2,3,5,9	...	Y	N	30	1,280,000
American Public Transit Association	6,8	8,9	Y	Y	30	...
American Public Welfare Association	1,3,5,6	...	N	Y	20	460,000
American Public Works Association	1,3,8,9	9	Y	Y	38	1,700,000
American Society of Planning Officials	1,5,7,8	3,4,8,9	Y	N	45	1,200,000
American Society for Public Administration	1,2,5,6	...	Y	Y	18	635,000
American Water Works Association	1,5,6,7,8,9,10	1,8	Y	Y	50	2,100,000
Building Officials and Code Administrators International	1,9	1,5	Y	N	21	900,000
Canadian Federation of Mayors and Municipalities	2	1	Y	N	8	250,000
Council of State Governments	5,9,10	...	Y	Y	100	...
Governmental Research Association	...	...	Y	...	0	12,000
Institute of Traffic Engineers	1,2,3,5,7,8,9,10	1,7,8	Y	Y	11	325,000
International Association of Assessing Officers	1,2,3,4,5,8,9	9	Y	Y	21	800,000
International Association of Chiefs of Police	1,2,3,4,5,7,9,10	3,5	Y	N	150	...
International Association of Fire Chiefs	1,3,4,6,7,8	...	Y	Y	10	510,000
International City Management Association	1,2,3,8,9,10	1,9	Y	N	62	2,500,000
International Institute of Municipal Clerks	1,3,6,8,9	...	Y	N	3	75,000
International Personnel Management Association[3]	5,6,8,9	6	Y	Y	35	720,000
League of Women Voters of the United States.	1,2,6,8	1,9	Y	Y	76	2,175,000
Municipal Finance Officers Association	1,2,3,5,6,8,9	...	Y	Y	16	392,860
National Association of Counties	1,3,4,5,6,8,10	...	Y	Y	96	2,800,000
National Association of Housing and Redevelopment Officials	1,2,3,4,5,7,8,9	...	Y	Y	30	1,000,000
National Association of Regional Councils	3,8	6	Y	Y	12	500,000
National Environmental Health Association	1,2,4,5,7,9	1,2,3,6	Y	Y	6	...
National Governors' Conference	...	...	Y	Y	10	...
National Institute of Governmental Purchasing	...	...	Y	...	4	...
National Institute of Municipal Law Officers	2,5,6,8,10	1,4,8,9	Y	N	15	300,000
National League of Cities	5	...	Y	Y	180[2]	...
National Legislative Conference	1,5,6	...	Y	Y	...	...
National Municipal League	1,4	...	Y	N	17	530,000
National Recreation and Park Association	1,4,5,7,8,9	1,3,6,8	Y	Y	88	2,700,730
U.S. Conference of Mayors	2,3,6,8	...	Y	Y	180[2]	...
Water Pollution Control Federation	1,2,3,5,6,7,8,9,10	7,8	Y	Y	36	960,000
Special Service Organizations						
Labor-Management Relations Service	...	...	...	...	...	...
National Training and Development Service for State and Local Government	1,4,6,8,9	...	N	Y	14	140,534
Public Administration Service	4	9	N	N	73	...
Public Technology, Inc.	...	8,9	Y	...	87	3,500,000

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[1] For 1973 or latest fiscal year ending by June 30, 1974.

[2] Figure is for joint staffs of National League of Cities and U.S. Conference of Mayors.

[3] The International Personnel Management Association was formed as of January 1, 1973, by consolidation of the Public Personnel Association, founded 1906, and the Society for Personnel Administration, founded 1937.

G References

1 Sources of Information

G1

Sources of Information

Rosemary Weise
International City Management Association

The following pages present a selected bibliography for major areas of local government administration. The listing has been compiled primarily for reference by urban administrators, staff members of bureaus of governmental research and other research and service organizations, and staff members of state and federal government agencies with a direct involvement in urban affairs.

Because of this focus, the bibliography includes few college text books, technical books for professionals in various specialized fields, reports of only local interest, and procedural manuals and guidebooks.

The bibliography includes a section on Basic Data Sources and a listing of Periodicals, Indexes, Abstracts, and Other Services of general interest, followed by 16 subject headings. Under each subject heading are two sections: the first section includes books, reports, monographs, bibliographies, and reference works; the second includes only periodicals.

Books, Reports, Monographs, Bibliographies, and Reference Sources. Materials listed here are intended to keep the urban administrator informed of the latest thinking in various fields. Few items in this section are more than ten years old. Included are a wide variety of statistical compilations, bibliographies, year books, and specialized bibliographic sources.

Periodicals. Included under this rubric are magazines, journals, and newsletters. Frequency of publication is indicated as follows: (W) weekly, (BW) bi-weekly, (SM) semimonthly, (M) monthly, (I) irregular, (BM) bi-monthly, (Q) quarterly, (SA) semiannually, etc. Other time periods are explained in a parenthetical note.

Most (but not all) federal government publications are available through the U.S. Government Printing Office (GPO). Citations including the notation "GPO" should be ordered from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20401.

Many items included were prepared under contract to the federal government by private agencies. These publications are often available from the National Technical Information Service, 5285 Port Royal Road, Springfield, Virginia 22151. Publications which may be purchased from the National Technical Information Service have the notation "NTIS" following the name of the publisher.

Many references listed here are written and/or published by well-known public interest groups or professional associations. In these cases the name of the organization is not written in full. An abbreviation of the organization's name is used. For example, "PAS" refers to Public Administration Service, "MFOA" refers to Municipal Finance Officers Association, etc. All abbreviations are included in the publishers' list at the end of this bibliography. Where they appear, they precede the full name and address of the organization and are followed by the word "for."

The publishers' list also provides the full name and address of all trade book publishers whose publications have been listed in the bibliography. The items listed below are *not* available from the International City Management Association (ICMA) unless so noted in the entry or unless ICMA is the publisher.

Many ICMA publications are included in this bibliography. The notation "UDS" refers to Urban Data Service; "MIS" refers to Management Information Service. The reports of both services are available through subscription, and information may be obtained by writing to ICMA. *Public Management* is the ICMA monthly magazine.

Selections from ICMA's *Municipal Year Book* are not included in this bibliography. Readers should refer to the Cumulative Index, 1970–74, and the Index to this edition, located at the end of this Year Book.

Major headings (2 basic reference headings, followed by 16 subject headings) used in this bibliography are:

Basic Data Sources
Periodicals, Indexes, Abstracts, and Other Services
Local Government Structure
Local Government Administration and Management
Intergovernmental Relations
Employment and Personnel Management
Finance and Budget
Planning and Development
Law Enforcement and Criminal Justice
Municipal Law
Fire Protection
Housing
Transportation and Roads
Public Works and Utilities
Health and Welfare
Environmental Quality
Education and Leisure
Citizen Involvement

Basic Data Sources

ICMA often receives requests from urban administrators concerning the availability of data sources. In response to these requests, the following list has been compiled of selected publications of the U.S. Departments of Commerce and Labor. The publications are divided into Employment, Finance, Population, and Housing, followed by the *1972 Census of Governments* with descriptions of each volume and number. Other Basic Data Sources are included at the end. All publications in this section are available from the GPO.

EMPLOYMENT

U.S. Department of Labor
Bureau of Labor Statistics

Analysis of Work Stoppages. Annual statistical analysis.

Current Wage Developments. Monthly report summarizing wage and benefit changes in major collective bargaining situations. Compiled primarily from newspapers and other secondary sources.

National Survey of Professional, Administrative, Technical, and Clerical Pay. Annual bulletin summarizing the Bureau's annual survey of selected professional, administrative, technical, and clerical pay in industry.

News. Monthly report on employment, work stoppages, and other topics.

Statistics on State and Local Government Employment and Payrolls. Monthly publication.

Work Stoppages. Preliminary statistical estimates of work stoppages for the entire year.

U.S. Department of Commerce
Social and Economic Statistics Administration
Bureau of the Census

City Employment. Annual national totals on employment and payrolls of municipal governments, by function, with figures individually for the cities having 50,000 inhabitants or more.

Holdings of Selected Public Employee Retirement Systems. Quarterly report with summary data on cash and security holdings of 100 major employee retirement systems of state and local governments. Includes information on cash and deposits; federal, state, and local government securities; corporate bonds and stocks, etc.

Public Employment. Annual national totals on employment of all governments (including the federal government), by function, and by type of government. Also shows state-by-state statistics on federal civilian employees and, by function, statistics on employment and payrolls of state and local governments.

Local Government Employment in Selected Metropolitan Areas and Large Counties. Annual data for 72 SMSAs, their county areas, and other county areas of 200,000 population or more.

FINANCE

U.S. Department of Labor
Bureau of Labor Statistics

The Consumer Price Index. Monthly report on consumer price movements, including statistical tables and technical notes.

Finances of Employee-Retirement Systems of State and Local Governments. Annual figures for the nation, by states, and for major individual systems, on the receipts, payments, and financial assets of employee-retirement systems administered by state and local governments.

U.S. Department of Commerce
Social and Economic Statistics Administration
Bureau of the Census

City Government Finances. Annual national and size-group totals of municipal government finances, with comparative totals for previous years. Supplies financial statistics for each of the cities and selected townships having 50,000 inhabitants or more in 1970, and additional detail for the 48 largest cities.

Construction Expenditure of State and Local Governments. Four quarterly reports provide nationwide figures on construction expenditure of state and local governments, by level of government and by function.

Governmental Finances. Annual national totals covering all governments — federal, state, and local — with comparative summary data for previous years, and financial statistics for state and local governments by states.

Local Government Finances in Selected Metropolitan Areas and Large Counties. Annual data on revenue, expenditure, and debt of local governments for 72 SMSAs, their county areas, and other county areas of 200,000 population or more.

Quarterly Summary of State and Local Tax Revenue. Four quarterly reports provide nationwide figures on tax revenue by level of government and types of tax; data on property tax collections for 200 major county areas; and data for individual state governments on selected types of taxes.

State Government Finances. Annual detailed statistics nationally and by states, with comparative totals for previous years. This report covers revenue by source, expenditure by function and by character and object, indebtedness and debt transactions, and cash and security holdings.

State Tax Collections. Annual national and state figures on tax collections of state governments, by type of tax. Includes detailed breakdowns of major tax categories.

POPULATION

U.S. Department of Commerce
Social and Economic Statistics Administration
Bureau of the Census

1970 Census of Population, Volumes I and II.

Volume I. *Characteristics of the Population.* This volume consists of 58 "parts" — number 1 for the United States, numbers 2 through 52 for the 50 states and the District of Columbia, and numbers 53 through 58 for Puerto Rico, Guam, Virgin Islands, American Samoa, Canal Zone, and Trust Territory of the Pacific Islands. Each part, a separate clothbound book, contains four "parts" designated as A, B, C, and D. Each part (for each of the 58 areas) was first issued as an individual paperbound report in four series designated as PC(1)-A, B, C, and D, respectively. The 58 PC(1)-A reports will be specially assembled and issued in a clothbound book, designated as Volume 1 — Part A.

Series PC(1)-A. Number of Inhabitants. Final official population counts are presented for states, counties by urban and rural residence, SMSAs, urbanized areas, county subdivisions, all incorporated places, and unincorporated places of 1,000 inhabitants or more.

Series PC(1)-B. General Population Characteristics. Statistics on age, sex, race, marital status, and relationship to head of household are presented for states, counties by urban and rural residence, SMSAs, urbanized areas, county subdivisions, and places of 1,000 inhabitants or more.

Series PC(1)-C. General Social and Economic Characteristics. Statistics are presented on nativity and parentage, state or country of birth, year moved into present house, school enrollment, years of school completed, family composition, employment status, occupation group, income (by type), etc., in 1969 of families and individuals. Each subject is shown for some or all of the following areas: states, counties (by urban, rural-nonfarm, and rural-farm residence), SMSAs, urbanized areas, and places of 2,500 inhabitants or more.

Series PC(1)-D. Detailed Characteristics. These reports will cover most of the subjects shown in Series PC(1)-C, presenting the data in considerable detail. Each subject will be shown for some or all of the following areas: states (by urban, rural-nonfarm, and rural-farm residence), SMSAs, and large cities.

Volume II. *Subject Reports.* Each report in this volume, also designated as Series PC(2), will concentrate on a particular subject. Detailed information and cross-relationships will generally be provided on a national and regional level; in some reports, data for states or SMSAs will also be shown.

In addition to the findings of the Census of Population conducted every ten years, the Bureau of the Census publishes continuing and up-to-date statistics on population counts, characteristics, and other special studies on the American people. Several are individually described below, although all are issued under the general title Current Population Reports.

Federal-State Cooperative Program for Population Estimates. Population estimates for counties for selected states in which the figures are prepared by a state agency as part of the Federal-State Cooperative Program for Local Population Estimates.

Population Characteristics. Current national and, in some cases, regional data on geographic residence and mobility, fertility, education, school enrollment, marital status, numbers and characteristics of households and families.

Population Estimates and Projections. Monthly estimates of the total population of the United States; annual midyear estimates of the population of states. Estimates of the population of selected metropolitan areas and their component counties. Projections of the future population of the United States and individual states.

Special Censuses. Results of population censuses taken at the request and expense of city or other local governments.

HOUSING

U.S. Department of Commerce
Social and Economic Statistics Administration
Bureau of the Census

Housing Census Reports

Volume I. *Housing Characteristics for States, Cities, and Counties.* This volume consists of 58 "parts" — number 1 for the United States, numbers 2 through 52 for the 50 states and the District of Columbia, and numbers 53 through 58 for Puerto Rico, Guam, Virgin Islands, American Samoa, Canal Zone, and Trust Territory of the Pacific Islands, respectively. Each part, a separate clothbound book, contains two chapters designated as A and B. Each chapter (for each of the 58 areas) is issued as an individual paperbound report in two series designated as HC(1)-A and B, respectively.

Series HC(1)-A. General Housing Characteristics for States, Cities, and Counties. Statistics on tenure, kitchen facilities, plumbing facilities, number of rooms, persons per room, mobile home, telephone, are presented for some or all of the following areas: states (by urban and rural residence), SMSAs, urbanized areas, places of 1,000 inhabitants or more, and counties.

Series HC(1)-B. Detailed Characteristics for States, Cities, and Counties. Statistics are presented on a more detailed basis for the subjects included in the Series HC(1)-A reports, as well as on additional subjects. Each subject is shown for some or all of the following areas: states (by urban, rural-nonfarm, and rural-farm residence), SMSAs, urbanized areas, places of 2,500 inhabitants or more, and counties.

Volume II. *Metropolitan Housing Characteristics.* These reports, also designated as Series HC(2), cover most of the 1970 Census housing subjects in considerable detail and cross-classification. There is one report for each SMSA, presenting data for the SMSA and its component large cities, as well as a national summary report.

Volume III. *Block Statistics*. One report, under the designation Series HC(3), is issued for each urbanized area showing data for individual blocks on selected housing and population subjects. The series also includes reports for the communities outside urbanized areas which have contracted with the Census Bureau to provide block statistics from the 1970 Census.

Volume IV. *Components of Inventory Change*. This volume contains data on the disposition of the 1960 inventory and the source of the 1970 inventory, such as new construction, conversions, mergers, demolitions, and other additions and losses. Statistics are shown for 15 selected SMSAs and for the United States.

Volume V. *Residential Finance*. This volume will present data regarding the financing of privately owned nonfarm residential properties for the United States and regions.

Volume VI. *Estimates of "Substandard" Housing*. This volume presents data on "substandard" housing units for counties and cities.

Joint Population Housing Reports

Series PHC-(1). Census Tract Reports. Contains one report for each SMSA, showing data for most of the population and housing subjects included in the 1970 Census.

1972 CENSUS OF GOVERNMENTS

U.S. Department of Commerce
Social and Economic Statistics Administration
Bureau of the Census

Conducted every five years, the Census of Governments provides data on the number and characteristics of state and local governments in the U.S., the value of taxable property, public employees and payrolls, and governmental revenue, expenditure, debt, and financial assets.

Volume 1. *Governmental Organization*. Governmental units and public school systems as of the beginning of 1972. Detailed data are shown for the United States, individual states, and SMSAs on such subjects as county, municipal, and township governments, by size of population; school districts and other public school systems; and special districts, by function performed. Also shown is the number of local governments, by type, in each county in the United States. This report includes a summary description of the types of local governments and public school systems legally authorized in each state.

Volume 2. *Taxable Property Values and Assessment-Sales Price Ratios*.

Part 1. Taxable and Other Property Values. Valuations set in 1971 for local general property taxation, including statistics on assessed valuations for states, counties, and selected cities. Tables show gross, tax-exempt, and net taxable valuations for each state.

Part 2. Assessment-Sales Price Ratios and Tax Rates. Local assessment levels, as indicated by comparison with real property sales prices. Presents measurable real property sales for each state including number, assessed value, sales price, and assessment-sales price ratios for each major use category.

Volume 3. *Public Employment*.

No. 1. Employment of Major Local Governments. October 1972 employment and payrolls of individual county governments, major city governments, school districts having 3,000 or more enrollment, and special districts with 100 or more employees.

No. 2. Compendium of Public Employment. October 1972 civilian employment and payrolls, by type of government and governmental function, including the federal government. This report presents, for states, detailed data on state and local government employment and payrolls, by function, and average October 1972 earnings of full-time employees. Extensive data are also shown for local government employment and payrolls in individual county areas and similar data for size groups of the various types of governments in each state. Summary statistics are presented for local government employment and payrolls in SMSAs and for coverage of full-time employees by contributory retirement systems, health, hospital, or disability insurance plans, and life insurance plans.

No. 3. Management-Labor Relations in State and Local Governments. State and local government organized employees, labor relations policies and agreements and work stoppages. This report presents national and state data on employees who belonged to an employee organization in October 1972, the type of labor relations policies practiced by state and local governments, and written management-labor agreements, by type of government. Extensive data are also presented on state and local government work stoppages by state, by type of government, and for selected governmental functions.

Volume 4. *Governmental Finances*.

No. 1. Finances of School Districts. Revenue, expenditure, debt, and financial assets of school districts for fiscal 1971-72.

No. 2. Finances of Special Districts. Detailed data on the finances of special districts for the United States and individual states; summary statistics are presented for selected special districts.

No. 3. Finances of County Governments. Revenue, expenditure, debt, and financial assets of county governments. Data are shown for the United States and for each state. Selected financial items are also shown for groups of counties classified by size of population and for individual county governments.

No. 4. Finances of Municipalities and Township Governments. Revenue, expenditure, debt, and financial assets of municipalities and townships for fiscal 1971-72. Detailed statistics are shown for states and for the United States. Selected financial items are presented for population-size groups of these governments and for individual municipalities and New England-type townships having 10,000 inhabitants or more.

No. 5. Compendium of Government Finances. A comprehensive summary of the Census findings on governmental finances for fiscal 1971-72. U.S. totals are provided for the federal government, states, and local governments by type of government. Data are also shown by states for state and local governments, including a breakdown by type of government and local government totals for counties. Also shown are derivative statistics, including per capita figures and percentage distributions.

Volume 5. *Local Government in Metropolitan Areas*. Data for SMSAs in three major subject fields: numbers of local governments by type and size; local government employment; and local government finances. Data appear in terms of nationwide aggregates for SMSAs for population-size groups of SMSAs, and for the SMSA portion of each state, as well as for individual SMSAs and their component counties.

Volume 6. *Topical Studies*.

No. 1. Employee-Retirement Systems of State and Local Governments. Membership, receipts, benefit payments and beneficiaries, and financial assets of public employee-retirement systems, including national and state summaries as of 1971-72, by kind of administering government, coverage class, and membership size of systems. Statistics are shown individually for retirement systems having 200 members or more.

No. 2. State Reports on State and Local Government Finances. Bibliography providing a summary descriptive listing, by states, of periodic state government publications that contain statistics on state and local government finances.

No. 3. State Payments to Local Governments. Summary description for each state of programs involving grants and reimbursements to local governments, arranged by function (education, highways, public welfare, health and hospitals, and other), indicating the basis of allocation and amounts distributed under each program during fiscal year 1972.

No. 4. Historical Statistics on Governmental Finances and Employment. Governmental revenue, expenditure, and indebtedness, by federal, state, and local levels of government, for selected years (1902, 1913, 1922, 1927, biennially from 1932 to 1960, and annually from 1961 to 1972). U.S. totals on public employment are presented for the period since 1946. Data for states on the finances and employment of state and local governments are shown for selected years since 1942.

No. 5. Graphic Summary of the 1972 Census of Governments. Charts and maps first issued in the various reports of the Census are brought together in a single report with a brief explanatory text. A reference guide to the reports where the underlying statistics appear is also furnished.

Volume 7. *State Reports*. A series of 52 reports, one for each state, the District of Columbia, and the Commonwealth of Puerto Rico, presenting data on governmental organization and structure, public employment, and state and local government finances.

OTHER BASIC DATA SOURCES

U.S. Department of Commerce
Social and Economic Statistics Administration
Bureau of the Census

County and City Data Book, 1972. Statistical data for each county in the U.S., 343 SMSAs, and 840 incorporated cities having 25,000 inhabitants or more in 1970. Also includes information for urbanized areas, unincorporated places, regions, and states.

Pocket Data Book USA. Biennial. Graphic and tabular presentation of summary statistics on a wide variety of subjects.

Statistical Abstract of the United States. Annual. National data book and guide to sources. Standard summary of statistics on social, political, and economic organization of the United States.

Statistics for Federal Regions, States, and Metropolitan Areas. Annual. Reprint of Section 33 of the *Statistical Abstract*.

Periodicals, Indexes, Abstracts, and Other Services

The items listed here are of general interest to local government administrators. All cover a variety of subjects and are not specific to a particular functional area of local government.

AMERICAN CITY. (M) Buttenheim Publishing.

CIVIC AFFAIRS. (Q) Bureau of Municipal Research. Bulletins issued on a variety of problems facing municipal governments in Canada.

COUNCIL OF PLANNING LIBRARIANS EXCHANGE BIBLIOGRAPHIES. The council issues bibliographies on various aspects of city and regional planning and on all aspects of urban affairs on a continuing basis. More than 600 are currently available. Complete backlist with prices available from the council.

HOUSING AND PLANNING REFERENCES. (BM) U.S. Department of Housing and Urban Development. GPO. Covers all aspects of local government, not just housing and planning.

INDEX TO CURRENT URBAN DOCUMENTS. (Q) Greenwood Press. Designed to provide a record of the official publications of the largest cities and counties.

MANAGEMENT INFORMATION SERVICE. (M) ICMA. Monthly reports on subjects of practical interest to local government managers plus other publications and an inquiry service. Available only to local governmental units (cities and counties).

MUNICIPAL WORLD. (M) Municipal World. Canadian.

NATION'S CITIES. (M) NLC.

PUBLIC AFFAIRS INFORMATION SERVICE BULLETIN. (W) PAIS. Quarterly and annual cumulations. An index covering public administration, economic and social conditions. Includes latest books, pamphlets, governmental and public agency publications, and periodical articles.

PUBLIC MANAGEMENT. (M) ICMA.

READERS' GUIDE TO PERIODICAL LITERATURE. (W) H. W. Wilson.

RECENT PUBLICATIONS ON GOVERNMENTAL PROBLEMS. (BW) Joint Reference Library.

SAGE PUBLIC ADMINISTRATION ABSTRACTS. (Q) Sage Publications. Covers the literature on all aspects of public administration including public management.

SAGE URBAN STUDIES ABSTRACTS. (Q) Sage Publications. Covers all aspects of urban studies with cumulative annual index. Entries drawn from books, articles, pamphlets, as well as other fugitive material.

STATE MUNICIPAL LEAGUE MAGAZINES. Most state municipal leagues publish monthly magazines containing general articles and news of their state's local governments. (See list of State Municipal Leagues under F/1, Directories, in this Year Book.)

URBAN AFFAIRS ABSTRACTS. (W) NLC/USCM Library. A comprehensive weekly urban information service abstracting over 800 periodicals, newsletters, and journals. Quarterly and yearly cumulations.

URBAN AFFAIRS QUARTERLY. (Q) Sage Publications.

URBAN DATA SERVICE. (M) ICMA. Includes monthly data reports on a total range of municipal activities.

URBAN AND REGIONAL REFERENCES. Canadian Council on Urban and Regional Research. First volume issued in 1969 covering 1945-69; yearly supplements thereafter.

URBAN RESEARCH NEWS. (BW) Sage Publications. Offers concise information from all over the world on the latest developments in the diverse aspects of urban affairs. Sources of further information are cited in each article.

Local Government Structure

BOOKS, REPORTS, MONOGRAPHS, BIBLIOGRAPHIES, AND REFERENCE SOURCES

ABSTRACTS OF STATE CONSTITUTIONAL PROVISIONS AND HOME RULE LEGISLATION ENABLING ADOPTION OF THE COUNCIL-MANAGER PLAN OF MUNICIPAL GOVERNMENT. By Robert S. Binkerd. Rev. ed. National Municipal League. 1969.

THE AMERICAN COUNTIES: ORIGINS OF NAMES, DATES OF CREATION AND ORGANIZATION, AREA, POPULATION, HISTORICAL DATA, AND PUBLISHED SOURCES. By Joseph N. Kane. 3rd ed. Scarecrow Press. 1972.

AMERICAN COUNTY GOVERNMENT. By John C. Bollens. Sage Publications. 1969.

CALIFORNIA LOCAL AGENCY FORMATION COMMISSIONS. By Richard T. LeGates. Institute of Governmental Studies, University of California, Berkeley. 1970. Examines problems and solutions related to formation and performance of LAFCos and the way in which they have policed changes in governmental structure.

CANADA YEAR BOOK. Dominion Bureau of Statistics. Annual. Statistical annual of the resources, demography, institutions, and social and economic conditions of Canada.

THE CANADIAN MUNICIPAL SYSTEM: ESSAYS ON THE IMPROVEMENT OF LOCAL GOVERNMENT. By Donald C. Rowat. McClelland and Stewart. 1969.

CHANGING PATTERNS OF LOCAL GOVERNMENT. By A. F. Leemans. International Union of Local Authorities. 1970.

CHARTERS AS MUNICIPAL CONSTITUTIONS. By Anthony G. White. Council of Planning Librarians. 1973. (Bibliography 477.)

CITY COUNCILS: STRUCTURES AND PROCEDURES. UDS 3(11) November 1971.

CITY POLITICS. By Edward C. Banfield and James Q. Wilson. Harvard University Press and M.I.T. Press. 1963. One of the first major texts dealing with the political aspects of urban governance.

COPING: ESSAYS ON THE PRACTICE OF GOVERNMENT. By Daniel P. Moynihan. Random House. 1973. Selected essays, lectures, addresses, and articles dating from 1961 to 1973 to illustrate how government works, both rightly and wrongly.

COUNCIL-MANAGER GOVERNMENT, 1940-64: AN ANNOTATED BIBLIOGRAPHY. Compiled by David A. Booth. Published jointly by ICMA and Institute for Community Development and Services, Michigan State University. 1965. Available from ICMA.

COUNCIL-MANAGER GOVERNMENT: THE POLITICAL THOUGHT OF ITS FOUNDER, RICHARD S. CHILDS. By John Porter East. University of North Carolina Press. 1965. The definitive work on the theoretical "model" of council-manager government as formulated and espoused by its founder.

COUNTY GOVERNMENT IN AMERICA. By Herbert S. Duncombe. NACo. 1966.

COUNTY GOVERNMENT ORGANIZATION AND SERVICES. UDS 3(5) May 1971.

COUNTY REFORM. ACIR. GPO. 1971.

COUNTY RESTRUCTURING STUDIES PROGRAM GUIDELINES. Ministry of Treasury Economics and Intergovernmental Affairs, Ontario Province. 1974.

DIGEST OF COUNTY MANAGER CHARTERS AND LAWS. National Municipal League. Annual. State-by-state data.

"Does Structure Count?" *Public Management*, July 1971 (entire issue). Discusses the importance of local government structure.

EMERGING PARTY POLITICS IN URBAN CANADA. By Jack K. Masson and James D. Anderson. McClelland and Stewart. 1972.

ENGLISH LOCAL GOVERNMENT REFORMED. By Lord Redcliffe-Maud and Bruce Wood. Oxford University Press (England). 1974. Structural changes in the last 20 years.

THE FIRST 50 YEARS OF THE COUNCIL-MANAGER PLAN OF MUNICIPAL GOVERNMENT. By Richard S. Childs. National Municipal League. 1965.

FIVE METROPOLITAN GOVERNMENTS. By Melvin B. Mogulof. Urban Institute. 1972. Examines and compares the different reorganization approaches in five metropolitan areas.

*F*ROM *A*MERICA'S *C*OUNTIES *T*ODAY, 1973. NACo. 1973. FACT book on American county government.

THE FUTURE OF CANADIAN CITIES. By Boyce Richardson. New Press. 1972.

GOVERNING METROPOLITAN TORONTO: A SOCIAL AND POLITICAL ANALYSIS, 1953-1971. By Albert Rose. Institute of Governmental Studies, University of California. 1972.

GOVERNING URBAN AMERICA. By Charles R. Adrian and Charles Press. 4th ed. McGraw-Hill. 1972. Basic text on municipal government.

A GUIDE FOR CHARTER COMMISSIONS. National Municipal League. 1960.

GUIDE TO COUNTY ORGANIZATION AND MANAGEMENT. NACo. 1968. Selections by 38 authors present a practical guide to improved county administration.

HANDBOOK FOR COUNCILMEN IN COUNCIL-MANAGER CITIES. ICMA. 1964. Available from National Municipal League.

HANDBOOK FOR GEORGIA MAYORS & COUNCILMEN. Edited by J. Devereux Weeks and Joseph H. Boyett. Institute of Government, University of Georgia, in cooperation with the Georgia Municipal Association. 1974. Excellent guide to the workings of local government.

HOME RULE IN U.S. MUNICIPALITIES AND COUNTIES, AND IN THE COMMONWEALTH OF PENNSYLVANIA. By Nan C. Burg. Council of Planning Librarians. 1973. (Bibliography 409.)

MANAGEMENT OF LOCAL GOVERNMENT: REPORT OF THE MAUD COMMITTEE. British Information Services. 1967. (1) Report of the Committee; (2) The Local Government Councillor; (3) The Local Government Elector; (4) Local Government Administration Abroad; (5) Local Government Administration in England and Wales. Of interest to U.S. and Canadian officials are Vol. 1, which summarizes Committee findings and recommendations, and Vol. 4.

THE METROPOLIS: ITS PEOPLE, POLITICS, AND ECONOMIC LIFE. By John C. Bollens and Henry J. Schmandt. 2nd ed. Harper & Row. 1970. Analyzes efforts to give the disadvantaged a greater voice in local decision making. Recent developments such as councils of governments and structural reform also discussed.

METROPOLITAN CHARTERS. Edited by Joseph F. Zimmerman. Graduate School of Public Affairs, State University of New York at Albany. 1967. Presents charters, as amended, of the principal metropolitan governments in the United States, Canada, and England.

METROPOLITAN COMMUNITIES: A BIBLIOGRAPHY WITH SPECIAL EMPHASIS UPON GOVERNMENT AND POLITICS. PAS. 1956. Extensive, partially annotated bibliography with four supplements covering the years 1955-57, 1958-64, 1965-67, 1968-70.

THE METROPOLITAN COMMUNITY: ITS PEOPLE AND GOVERNMENT. By Amos H. Hawley and Basil G. Zimmer. Sage Publications. 1970. Profile of attitudes and beliefs of urban populations.

THE MODEL CITY CHARTER. 6th ed. National Municipal League. 1964.

MODEL COUNCIL-MANAGER PLAN ENABLING ACT. National Municipal League. 1965.

NASHVILLE METRO: THE POLITICS OF CITY-COUNTY CONSOLIDATION. By Brett W. Hawkins. Vanderbilt University Press. 1966.

NON-PARTISAN ELECTIONS AND THE CASE FOR PARTY POLITICS. By Willis D. Hawley. John Wiley & Sons. 1973.

ON THE CITY'S RIM: POLITICS AND POLICY IN SUBURBIA. By Frederick M. Wirt and others. D. C. Heath. 1972. Sets the record straight on the vague term "suburbia." Shows the great variation in demographic and cultural characteristics that makes almost all sweeping generalizations about suburbs suspect.

ORGANIZING PUBLIC SERVICES IN METROPOLITAN AMERICA. By Thomas P. Murphy and Charles R. Warren. Lexington Books. 1974.

POLITICS AND GOVERNMENT OF URBAN CANADA: SELECTED READINGS. Edited by Lionel D. Feldman and Michael D. Goldrick. Rev. ed. Methuen. 1974.

PROFILE OF COUNTY GOVERNMENT. ACIR. GPO. 1972. Report based on a survey that examined structure, organization, and functions.

PUBLIC AUTHORITIES IN URBAN AREAS. By Robert G. Smith. NACo Research Foundation. 1969. Guidelines for public officials in working with special districts and public authorities.

RESHAPING GOVERNMENT IN METROPOLITAN AREAS. Committee for Economic Development. 1970. Analysis with recommendations. Calls for a two-level governmental system in metropolitan areas.

A SELECTED BIBLIOGRAPHY: CITY-COUNTY CONSOLIDATION IN THE UNITED STATES. By Anthony G. White. Council of Planning Librarians. 1972. (Bibliography 294.)

SPECIAL DISTRICTS OR SPECIAL DYNASTIES? — DEMOCRACY DENIED. Institute for Local Self-Government. 1970.

THE STRUCTURE OF LOCAL GOVERNMENT: A COMPARATIVE SURVEY OF 81 COUNTRIES. By Samuel Humes and Eileen Martin. International Union of Local Authorities. 1969. Description of organization, functions, finances, local politics.

SUPERCITY/HOMETOWN USA: PROSPECTS FOR TWO-TIER GOVERNMENT. League of Women Voters Education Fund. Praeger Publishers. 1974. Assesses the political feasibility of achieving reform in metropolitan governments through two-tiered government — regional government with neighborhood components.

UNDERSTANDING URBAN GOVERNMENT: METROPOLITAN REFORM RECONSIDERED. By Robert L. Bish and Vincent Ostrom. American Enterprise Institute for Public Policy Research. 1973. Questions "traditional wisdom" about metropolitan areas based on a single unit of government controlled by a few policy officials. Urges consideration of other approaches.

THE UNHEAVENLY CITY. By Edward Banfield. Little, Brown. 1970. A political scientist's unorthodox examination of urban problems.

URBAN AFFAIRS BIBLIOGRAPHY: A GUIDE TO LITERATURE IN THE FIELD. By A. Lee Fritschler and others. 2nd ed. School of Government and Public Administration, The American University. 1970.

URBAN CANADA AND ITS GOVERNMENT: A STUDY OF MUNICIPAL ORGANIZATION. By Thomas J. Plunkett. Macmillan Company of Canada. 1968.

URBAN CANADA: PROBLEMS AND PROSPECTS. By N. H. Lithwick. Central Mortgage and Housing Corporation. 1970. Prepared at the request of the Minister Responsible for Housing; present trends and future projections in urban development.

URBAN DYNAMICS. By Jay W. Forrester. M.I.T. Press. 1969. Develops a model or theory of the processes affecting life and decay of cities. Focuses on structure of an urban area and failures in urban programs.

PERIODICALS

AMERICAN POLITICAL SCIENCE REVIEW. (Q) American Political Science Association.

IULA NEWSLETTER. (M) International Union of Local Authorities.

NATIONAL CIVIC REVIEW. (M) National Municipal League.

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Local Government Administration and Management

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CF LETTER. (M) Conservation Foundation.

ENVIRONMENT. (M) Committee for Environmental Information.

ENVIRONMENTAL COMMENT. (M) Urban Land Institute.

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JOURNAL OF THE AIR POLLUTION CONTROL ASSOCIATION. (M) Air Pollution Control Association.

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AIP for American Institute of Planners, 917 15th St., N.W., Washington, D.C. 20005.

Air Pollution Control Association, 4400 5th Ave., Pittsburgh, PA 15213.

Aldine Publishing Company, 529 S. Wabash Ave., Chicago, IL 60605.

American Academy of Political and Social Science, 3937 Chestnut St., Philadelphia, PA 19104.

American Accounting Association, 1507 Chicago Ave., Evanston, IL 60201.

American Association for the Advancement of Science, 1515 Massachusetts Ave., N.W., Washington, D.C. 20005.

American Association of State Highway Officials, 341 National Press Bldg., Washington, D.C. 20004.

American Bar Association, 1155 E. 60th St., Chicago, IL 60637.

American Chemical Society, 1185 16th St., N.W., Washington, D.C. 20036.

American Conservation Association, 30 Rockefeller Plaza, New York, NY 10020.

American Elsevier Publishing Company, Inc., 52 Vanderbilt Ave., New York, NY 10017.

American Enterprise Institute for Public Research, 1200 11th St., N.W., Washington, D.C. 20036.

American Federation of State, County, and Municipal Employees, 1155 15th St., N.W., Washington, D.C. 20005.

American Finance Association, 100 Trinity Place, New York, NY 10006.

American Gas Association, 1515 Wilson Blvd., Arlington, VA 22209.

American Horticultural Society, 901 N. Washington St., Alexandria, VA 22314.

American Hospital Association, 840 N. Lake Shore Drive, Chicago, IL 60611.

American Institute of Architects, 1735 New York Ave., N.W., Washington, D.C. 20006.

American Institute of Certified Public Accountants, 666 5th Ave., New York, NY 10019.

American Insurance Association (formerly the National Board of Fire Underwriters) 85 John St., New York, NY 10038.

American Iron and Steel Institute, 150 E. 42nd St., New York, NY 10017.

American Jewish Committee, Institute of Human Relations, 165 E. 56th St., New York, NY 10022.

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American Judicature Society, 1155 E. 60th St., Chicago, IL 60637.

American Library Association, 50 E. Huron St., Chicago, IL 60611.

American Management Association, 135 W. 50th St., New York, NY 10020.

American Political Science Association, 1527 New Hampshire Ave., N.W., Washington, D.C. 20036.

American Public Welfare Association, 1155 16th St., N.W., Washington, D.C. 20036.

American Rehabilitation Foundation, 1800 Chicago Ave., Minneapolis, MN 55404.

American Road Builders Association, 525 School St., S.W., Washington, D.C. 20024.

American Society of Civil Engineers, 345 E. 47th St., New York, NY 10017.

American Society of Landscape Architects, Publication Board, 1500 Bardstown Rd., Louisville, KT 40205.

American Society for Training and Development, 35 Shadowood Rd., Fairfield, CT 06431.

American Transit Association, 815 Connecticut Ave., N.W., Washington, D.C. 20006.

W. H. Anderson Company, 646 Main St., Cincinnati, OH 45201.

APHA for American Public Health Association, 1015 18th St., N.W., Washington, D.C. 20036.

APPA for American Public Power Association, 2600 Virginia Ave., N.W., Washington, D.C. 20037.

APWA for American Public Works Association, 1313 E. 60th St., Chicago, IL 60637.

Architectural Forum, 130 E. 59th St., New York, NY 10022.

Architectural Record, 1221 Avenue of the Americas, New York, NY 10020.

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Assembly Select Committee on Open Space Lands, Assembly Rules Committee, Box 90, Room 440L, State Capitol, Sacramento, CA 79514.

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Association of School Business Officials of the United States and Canada, 2424 W. Lawrence Ave., Chicago, IL 60625.

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Bureau of Governmental Research and Services, University of Washington, Seattle, WA 98105.

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Center for Research in Urban Government, Loyola University, 820 N. Michigan Ave., Chicago, IL 60611.

Center for the Study of Federalism, Temple University, Philadelphia, PA 19122.

Center for the Study of Local Governments, St. John's University, Collegeville, MN 56321.

Center for Urban Studies, University of Chicago, 5852 University Ave., Chicago, IL 60637.

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Eno Foundation for Transportation, Saugatuck, CT 06880.

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Graduate School of Public and International Affairs, University of Pittsburgh, Pittsburgh, PA 15213.

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Harvard Business School, Soldiers Field, Boston, MA 02163.

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Highway Users Federation for Safety and Mobility, 1776 Massachusetts Ave., N.W., Washington, D.C. 20036.

Houghton Mifflin Company, 110 Tremont St., Boston, MA 02107.

IACP for International Association of Chiefs of Police, 11 Firstfield Rd., Gaithersburg, MD 20760.

ICMA for International City Management Association, 1140 Connecticut Ave., N.W., Washington, D.C. 20036.

Institute of Government, University of Georgia, Athens, GA 30601.

Institute of Governmental Affairs, University Extension Division, University of Wisconsin, Madison, WI 53706.

Institute of Governmental Studies, University of California, Berkeley, CA 94720.

Institute of Labor and Industrial Relations, University of Michigan – Wayne State University, 401 4th St., Ann Arbor, MI 48104.

Institute for Local Self-Government, Hotel Claremont, Berkeley, CA 94705.

Institute of Public Administration, Arizona

State University, Rm. 220, Social Science Bldg., Tempe, AZ 85281.
Institute of Public Administration of Canada, 188 Davenport Rd., Toronto 5, Ontario, Canada.
Institute of Public Service, University of Connecticut, Storrs, CT 06268.
Institute for Social Research, University of Michigan, P.O. Box 1248, Ann Arbor, MI 48106.
Institute of Traffic Engineers, 2029 K St., N.W., Washington, D.C. 20006.
Insurance Services Office, 160 Water St., New York, NY 10038.
International Association of Assessing Officers, 1313 E 60th St., Chicago, IL 60637.
International Association of Auditorium Managers, Inc., 20200 Ashland Ave., Chicago Heights, IL 60411.
International Association of Fire Chiefs, 232 Madison Ave., New York, NY 10016.
International Association of Fire Fighters, 905 16th St., N.W., Washington, D.C. 20006.
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International Union of Local Authorities, 45 Wassenaarseweg, The Hague 2018, Netherlands.
IPMA for International Personnel Management Association, 1313 E. 60th St., Chicago, IL 60637.
Richard D. Irwin, Inc., 1818 Ridge Rd., Homewood, IL 60430.
Johns Hopkins Press, Baltimore, MD 21218.
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Cumulative Index, 1970–74

The following pages comprise the cumulative index to years 1970 through 1974 of *The Municipal Year Book.*

Urban administrators and others involved in local government, as well as students, scholars, and researchers and others who refer frequently to *The Municipal Year Book,* should find this index a valuable tool.

The years 1970, 1971, and 1972 have not been indexed previously. The year 1975 has been indexed separately and follows this Cumulative Index.

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